

PERSONNEL Journal

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The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 8

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Conference Calendar

JANUARY

- 12-15 Los Angeles, Calif. Hotel Statler.
American Management Association. General Management Conference. Mr. James O. Rice, Administrative Vice President & Secretary, 330 West 42nd Street, New York, N.Y.
- 14 Cleveland, Ohio, Hotel Carter
Chamber of Commerce of United States. Co-sponsors: *The Cleveland Chamber of Commerce, Northern Ohio Personnel & Executive Conference, Employer-Employee Relations Council of Chambers of Commerce*. National Industrial Relations Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 15-16 New York. Hotel Astor
National Industrial Conference Board, Inc. General Session. 247 Park Avenue, New York, N.Y.

FEBRUARY

- 4-5 Minneapolis, University of Minnesota.
Industrial Relations Center. Fifth Annual Labor Conference Center for Continuation Study, U. of Minn., Minneapolis 14, Minn.
- 16-18 Chicago. Palmer House
American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N.Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

THERE IS ALWAYS ROOM FOR NEW IDEAS. This is particularly true in the field of training. Much of the work in training now going on in industry and business is sound enough but lacks full effectiveness because it is "served up" to the participants rather than "grabbed" by them. People who can be helped to feel the need for better ways of working or of supervising will profit more from the training offered them. In our next issue will be the second of a series of articles on "New Ideas in Training". The first appeared in October under the title "Forced Leadership Training". Others will appear from month to month and all will be reprinted in a single volume, priced at \$1.25. The author, Eugene E. Jennings, has worked out his ideas in actual training courses in industry, mostly in foreman groups. He also teaches in the Department of Industry, The Wharton School, University of Pennsylvania.

MOTHER-SECRETARY IS THE NEWEST RECRUIT in the business world. It is the latest solution of the current shortage of secretaries, stenographers and typists. *Collier's* for November 8th carried a story "Home On the Typewriter", by Lewellyn Miller. He describes a plan developed in Indianapolis by Robert E. Trattner. Nothing could be simpler than Trattner's idea. On the home end of the deal are numerous mothers who were once in the business world. They transcribe letters and memoranda from machine-dictated material. On the other end of the line is Mr. Business Man who sits in his office and dictates into one of the many types of dictating machines.

Trattner has organized both ends of the line. The business man pays a stated fee and the secretary is paid according to what she does. In between, Trattner has organized a messenger service which conveys the

dictation from Mr. Business Man to Mrs. Secretary and returns with the finished product. For the business man there is no such thing as rushing to finish before time for a secretary to go home, nor waiting for her in the office in the morning before she arrives. For the Secretary there are no tiresome trips to town, no expensive meals and—best of all—no baby sitters.

WHITING WILLIAMS, well known for his reports on what labor is thinking about, after working at machines himself, is worried about attempts to measure accurately the soundness of a personnel program. He refers to the "Triple Audit" of employer-employee relations, so named by the Industrial Relations Staff at the University of Minnesota, under the leadership of Professor Dale Yoder. He is particularly disturbed by a statement such as the following, quoted from a University of Minnesota report describing the triple audit, which says "one of the most dependable findings in this pilot study is . . . the need for more measurement and better measuring devices."

Whiting Williams writes, "I have no reason to decry the use of the newer methods of evaluation . . . the trouble is that these *appear* to make it unnecessary to give proper attention to those more difficult qualities of character and spirit required in every relationship between humans. There is no reason why a husband should not fulfill all the spiritual obligations of a Christian gentleman and *also* give his wife a mink coat at Christmas. Trouble arises only when he gets to figuring that the coat is an alibi worth its price! At any rate, I keep constantly running into situations where every conceivable packaged program and formal procedure is enforced but where, nevertheless, morale is low. In most such

cases the reasons, though in the realm of the intangibles, are surprisingly plain."

Whiting William's point is a good one: there are many things of the spirit in employer-employee relations—as in all other departments of life—that defy precise measurement. On the other hand, I think he is being a little hard on the triple audit. Professor Yoder is advocating measurement where measurement is possible and this, I am sure, Whiting Williams did not mean to dispute.

Too many personnel and industrial relations programs go on from year to year without an audit of any kind. Nearly all of them could stand a good audit, which should include all the measurements that can be made and, in addition, a good look at the spiritual and other intangibles of the program.

BE KIND TO BEGINNERS was the title of an article in *Personnel Journal* for October. It brought an unusual number of comments and "requests to reprint". Mrs. Blanche S. Eckles, who is Assistant Personnel Director of the Westminster Press writes:

"The response to my recent article 'Be Kind to Beginners' which appeared in the current issue of the *Journal* has been very gratifying. My only disappointment is that I am not able to supply the requests that are still coming in to me. I now have requests for copies totaling 450—mostly from my friends and associates in various companies and organizations.

Certainly I have been astonished at such a response, but intensely gratified that so many personnel folks have manifested such interest in the subject of training their beginning office workers."

THE CIO NEWS, weekly publication of the Congress of Industrial Organizations, is still at it—saying things that are true but the implied meaning of which is quite different from the essential situation. The

issue of November 10th—the first after the election—reveals a chastened and puzzled editorial staff. Election results are reported factually and with the best possible grace under the circumstances. But on page 8 is the usual economic "twister". The Editor criticizes Benjamin Fairless, President of U. S. Steel, for praising corporate profits and deploring the size of the tax bill, pointing out that virtually all of it is passed on to customers. The Editor takes Mr. Fairless to task by remarking that "His own Company was earning greater profits than ever before in its history despite higher taxes."

What the CIO News Editor forgot to mention was that in the inflation of recent years the cost of replacement of plants and of building new ones has more than doubled. Consequently, the need for profits has at least doubled. In other words, the mere increase in profits has no significance taken by itself. Corporations need greater profits to maintain plants, dividends and purchasing power—which they are not able to do—in just the same way that labor needs higher wages to offset the increased cost of living through inflation. The only difference is that labor has made more progress in its fight with inflation than capital has been able to do.

ONE OF OUR SUBSCRIPTIONS goes to "Fiction Library, Federal Reserve Bank of Atlanta, Atlanta, Ga." It is somewhat startling that some people may regard *Personnel Journal* as fictional. I assure you, we do our best to keep it *factual* and to print as much practical material as we can get. We think it is a compliment to be included in such entertaining company as is to be found in fiction libraries.

YOUR EDITOR AND ASSISTANT EDITOR have just returned from a refreshing business-pleasure trip to the Pacific coast. (Anyone looking at the masthead of *Personnel Journal* will see that the Assistant

Editor is a lady. Please be reassured; the Editor and the Assistant Editor are man and wife!) Our trip gave us countless opportunities to renew friendships with personnel and industrial relations people all up and down the coast.

We started at Los Angeles where we were able to take in the Southern California Training Conference but were a few days too late to catch the wonderful conference held at Palm Springs each year by The Merchants and Manufacturers Association of Los Angeles, under the organizing dynamo, "Mac" McKean. We even missed Mac himself. His friends said he had practically knocked himself out putting on "the best Conference ever—as usual". We had the opportunity of attending one of the monthly dinner conferences at the PIRA—Personnel and Industrial Relations Association of Los Angeles. When I went to that same conference last year I got the wrong address and wound up in a row of undertakers' halls. Upon reaching the conference hall I learned that PIRA members were by no means "dead ones".

This year's was another great conference, that heard Wade Shurtleff speak on a topic the sense of which was, "Don't copy the industrial relations and personnel program of your competitor; he may be doing it wrong." We were guests at the meeting through the kindness of Lawrence Cooper, of Pacific Telephone and Telegraph Co., this year's President and Paul W. Bell of the Times-Herald, program chairman. We had time for an excursion to Hollywood and a view of a TV show in action. The editor's sister-in-law is Kate Lawson, who is in charge of costuming for the NBC Studios.

Our next move brought us to San Francisco, where we arrived on a Sunday at noon. We enjoyed San Francisco as always, but were a week too late for the annual conference at Berkeley put on by the California Personnel Association, where Everett Van Every presides so efficiently.

After three days in San Francisco we moved on to Seattle, pausing only a day on our way to Victoria, B.C. There we spent 3 days at the annual conference of the Pacific Northwest Personnel Association. Victoria itself was delightful. The air was so fresh and bracing and everything seemed to look a little different to us—including the fact that the American dollar at that time was worth only 95¢ in Canadian money! Weren't those Canadians proud of their strong currency!

One of the remarkable things about this conference was that everything was beautifully organized and a strong program was presented, but all of the work was done by representatives of the 21 companies who are Victoria members of the association. There were over 200 in attendance, plus more than 80 wives of members. There are many and much larger associations than the Victoria Chapter of the PNPMA, but very few of them have ever done such a job of conference organization. The conference next year will be at Seattle and they will have to "step on it" to do as good a job as the little Victoria chapter did this year.

The conference was the 14th annual one held by PNPMA. It had the sobering title of "Unfinished Business". Chairman of the conference committee was A. R. Murray, who is Personnel Superintendent of the Victoria establishment of Hudson's Bay Company. It was held in the Empress Hotel, which had ample room and gave good service for the large number in attendance. Roy H. Lund is this year's president of PNPMA. He is Personnel Supervisor of the B. C. Electric Railway Company, Ltd., Victoria. The able and energetic Secretary-Treasurer of the Association, Bill Ludders, was unavoidably absent, because of a recent promotion. It is the only time on record that his friends were sorry to see a man promoted. He is going to be unable to continue as Secretary-Treasurer of the association because of the pressure of his new

duties. More details of the conference will be reported in our next issue.

THE OHIO BELL TELEPHONE COMPANY, Cleveland, publishes "Traffic Mirror" each month for the information of all management employees. Its contents relate entirely to personnel relations matters. The October issue quoted from "Skills In Conference Leadership" by Nathaniel Cantor, which appeared in the September issue of Personnel Journal. Whitney A. Rudy wrote thanking us for permission to reprint. He writes enthusiastically about Dr. Cantor's writings. He says, "He is one of the reasons for the excellence and acceptance of Personnel Journal. Keep him on the team!"

ANOTHER TRAINING ARTICLE which has been copied and mentioned a number of times is "Management Training, Beginning At the Top" by G. A. Joines, which appeared in Personnel Journal for July-August. Milon Brown, Chief of the Supervisory Development Branch of the Army Office of Civilian Personnel, writes for permission to distribute copies of Mr. Joines article to the Army's Civilian Personnel Offices throughout the world. We sure do get around!

HUMAN ORGANIZATION is the quarterly Journal of the Society for Applied Anthropology, 61 W. 55th Street, New York. An interesting article in the Spring 1952 issue is "A Case Study of Union Participation and Technological Change". This is a study of the rise and fall in importance of the machine polisher in an eastern manufacturing Company. It studied the informal groups within the department itself and the leadership of those groups, showing the effects of industrial change on leadership and group interrelationships. There is a good deal of material of this kind being produced each year, much of which would be worth the attention of thoughtful personnel and industrial relations people.

PERSONAL FREEDOM is the battle cry of all who oppose Communism. How many business and industrial men who talk this way have examined their own actions? Do you, Mr. Industrial Executive, give proper freedom to your own employees? One place in industry where very little freedom exists is in the administration of salary and wage increases. To make myself clear it must be explained that I refer to those situations in which increases are awarded for merit in the performance of the job. In so many cases the big boss or some committee of top executives approves all awards of salary or wage increases.

Many a time I have heard this process described in a company where the chief executive or salary committee passes final judgment. Nearly always the description winds up with this statement "I don't see how they can do it; they hardly know a single one of the employees on whom they are passing judgment."

Modern salary administration provides a means whereby the direct superior can award salary increases. If you have a hundred salaried employees, you probably have at least five supervisors directly overseeing their work. Instead of doing it all yourself, why don't you give each of these supervisors the proper guidance, policy and control and then let him or her award the increases?

How much more effective this would be in keeping up production. The employee wouldn't be looking over the head of his immediate boss to somebody up the line for an increase. Here are the things your supervisors need if they are going to be able to efficiently and properly give increases to their own people.

1. Salary minimums and maximums, provided by job evaluation.
2. Efficient merit rating.
3. Salary increase budgets.
4. Written employee policies.

If these four "tools" are provided it will be possible for every supervisor to ad-

minister his own program of salary increases and still keep costs in line. If he has a budget to work with then he will only have so much money to spend for increases. That means he's got to put them where they will do the most good. And if he spends his money unwisely he won't have any left when the next salary increase time comes around.

Think it over. Do you give freedom to your own supervisors—not only in granting salary increases but in other ways?

RECOGNITION FOR GOOD ATTENDANCE in the office is not a common practice. However, Miss Lee Falk writes that her employer, *The Arthur Kahn Company, Inc.*, textile converters of New York City, finds that it pays to recognize a good attendance record.

She says, "With a staff of only 23 employees, each one's work is important, even though there is always someone in every department who knows the other fellow's work. Since we put in our attendance bonus plan about five years ago, we have found that our absenteeism has decreased considerably. This is a simple formula of allowing a half day credit per month to each employee every year, which may be taken as leave the following years, or is payable in equivalent salary. There is a graduated scale dating from month of employment as follows:

Perfect attendance—	6 days leave
Absent 1 day	—5 days leave
Absent 2 days	—4 days leave
Absent 3 days	—3 days leave
Absent 4 days	—2 days leave
Absent 5 days	—1 days leave

"Certificates for this bonus are handed to eligibles at our annual Xmas dinner. Whereas formerly employees who woke up with a slight headache, or had been out late the night before, might decide to take the day off, now they prefer to come in and accumulate leave which they can use for pleasant diversion or any personal reason.

"It is true that once an employee has been absent 6 days there is no incentive for him to keep up a good attendance. However this plan does help to compensate those who manage to come in every day. The morale in the office is much higher when the steady attenders realize that those who stay out frequently have lost something by so doing.

"Our formula for sick leave with pay is about the average of other firms, and on only one occasion have we had to make a dismissal because of excessive absenteeism. The best feature of an attendance bonus plan is getting the employee in to work when you need him, and letting him have time off that is planned for so that his work is covered and his desk does not fall behind due to an unexpected absence."

While a good many organizations use a plan of this kind, it is relatively uncommon considering the total number of office organizations. In this case it seems to pay off.

HOW MUCH BETTER we would get along with our fellows if we could be a little humble. The famous lines of Robert Burns come to mind.

"Oh wad some power the giftie gie us
To see oursels as others see us!
It wad frae monie a blunder free us,
And foolish notion."

Nowadays a great many young people try to get by on bluff. That attitude is better expressed by the hope that others may see me as I see myself. I'm not sure of the exact wording, but I remember a parody expressing this bold sentiment which appeared in the Saturday Evening Post some years ago. It went something like this:

"Oh wad some power to others gie
To see myself as I see me."

Ned Hay

"What's in it for me?" That's what workers need to know, to spur them to maximum production. The author tells how his company gets its people's fullest cooperation. The article is part of a talk made to a group of high executives.

Incentive to Production

BY RICHARD P. ETTINGER,
President, Prentice-Hall, Inc., New York

ONLY workers, producing in excess of what they consume, can provide for themselves or others the security and welfare benefits they want. So our problem is to give the worker an *incentive* to produce that excess. The Twentieth Century Fund made the statement that:

"Production is pretty much what the worker wants it to be. The worker must himself want to see greater production before it is realized. If he thinks that greater production means greater achievement of the things he wants—security, advancement and dignity, he will produce. If he thinks greater production will not bring him such things, he will produce only up to a standard below which he is afraid to fall."

American business has set living standards far beyond those ever before seen. American business has been responsible in large part for winning two great wars, has shown the rest of the world how to produce for the benefit of all the people. American business now faces the challenge of showing the way out of the trend toward socialism and the welfare state: a way out that will enable the worker to get more than he can *hope* to get through Government agencies.

I should like to indicate some of the things American business can do to encourage workers to provide for themselves what they really want. Now, it must be obvious that security, growth, and whatever else is wanted depends on whether or not the *business is making a profit*. That idea must first be thoroughly sold to the employees, as the basis for any plan. Without profits, you cannot have funds to provide for permanent employment security and expansion, with the resultant opportunity for the individual to advance. Profits shared with the employee can provide most of the things he wants—and also increase production for the benefit of all.

There are two kinds of profit-sharing. One is current, in which a share of the profits is divided up and distributed each year. This undoubtedly provides a current incentive in encouraging employees to take a greater interest in their jobs and to have a better "team" spirit, for all are working to increase the company's profits.

But it has certain disadvantages: The employee may take the plan for granted when he receives his share regularly year after year. And if his share goes down one year, he may be seriously disappointed, particularly if he has "spent" it in advance of actually receiving it. The second kind of profit-sharing is the so-called *deferred* plan. There are a great many variations and some legal limitations of such plans.

EXAMPLE OF DEFERRED PROFIT SHARING

One deferred plan I have in mind works this way. Fifteen per cent of the payroll, but not in excess of 20 per cent of the profits before taxes, is turned over to an outside trustee, who holds it in trust for the employees. No matter what happens to the corporation, this fund remains untouchable, except by the employees.

If profit before taxes is \$100,000, then 20 per cent of it, or \$20,000, is put into profit-sharing. Under the tax law, this \$20,000 is a proper tax deduction. If the corporation pays a 50 per cent income tax, the \$20,000 payment to profit-sharing obviously reduces net profit *after* taxes by only \$10,000.

Now assume that an employee has a salary of \$4,000, and that profits have been large enough to enable the corporation to put in the maximum contribution. Putting aside an amount equal to 15 per cent of his pay means that \$600 is put in for that employee. That is in addition to his salary.

Now he can leave that \$600 and each subsequent contribution in the fund to accumulate until he retires, or to be paid to his beneficiaries in case of his death, or he can draw out a certain percentage each year. If he leaves before retirement or death, the part in excess of what he is allowed to draw annually (in this case 10 per cent a year) remains in the fund for the benefit of employees who stay with the company.

Experience with this fund, invested, shows that each employee's share increases over 10 per cent a year. So at the end of five years, this \$4000-a-year employee would have \$4,500 in the fund:

10th year.....	\$ 9,600	30th year.....	\$ 99,000
15th year.....	19,200	35th year.....	162,000
20th year.....	34,400	40th year.....	280,000
25th year.....	59,000		

One of the reasons the amount increases so rapidly is that a profit-sharing trust pays no taxes on its income. Moreover, if the individual employee waits and draws down his entire share at one time on retirement, he pays only a long-term capital gains tax which, as you know, is substantially less than the regular income tax. In fact, under the present law the *maximum* tax would be 26 per cent.

The figures given are based on his taking out nothing until he retires. Now, he could have drawn down a substantial amount each year if he had wanted to. If, for example, the employee were a young girl, she could have drawn down a pretty good sum when she got married. Or if there were illness in the family, the

fund could have been a fine emergency reserve. And of course, if the employee died after 20 years, his family would get the \$34,400. Or if he became totally disabled from heart disease, cancer, or the like, he would have received the entire amount at the time.

GIVES EMPLOYEES THE FEELING OF BELONGING

Now that is typical of the kind of security that can be provided by business. Such a plan gives the employee the kind of security he wants. It gives him the feeling of belonging, of participating in the business. It encourages him to watch PROFITS, to do everything in his power to see that waste is eliminated, to increase profitable sales, and to work for his share of the profits.

It also helps the enterprise to increase profits, which in turn may be re-invested in the business to expand it and to provide opportunity to the employee to advance in a dynamic, growing organization. The resultant success of the enterprise also enables it to provide much more steady and permanent employment for all.

The truth of this is demonstrated by the fact that corporations that have pioneered the way and have done the most in this field have been outstandingly successful. You are familiar with the outstanding success of companies like Procter and Gamble, Sears-Roebuck, Pitney-Bowes, Joslyn, and Hormel—to mention only a few. And our own company, starting with nothing except an idea and a will to work and to apply these principles, has become one of the world's largest book publishers in a relatively few years.

The profit-sharing plan is only one method business is using successfully to implement the economic rights of the individual. We and other businesses provide, *in addition* to profit-sharing, a pension plan. In some instances the employer pays all the costs; in others, part. In our case, we contribute an average of more than \$2 for each \$1 the employee pays for pension. Then, to encourage and help employees to acquire homes, there are home finance plans. In our case, we lend up to 90 per cent of the appraised value of a home and charge only 2 per cent interest.

We also found that younger married men with children needed more protection for their families during the early years of their participation in the profit-sharing fund than the fund provided. So we developed what we call the "Split-Dollar Insurance Program." This is in addition to and separate from the customary group insurance program, under which an employee can take out a \$1,000 policy at the cost of \$7.20 a year. The Split-Dollar Insurance Plan enables the employee to take out a substantial amount of insurance and pay less per dollar of insurance protection than under the group program. Each year the employer pays the insurance company the cash surrender value of the policy; while each year the insured employee pays only the difference between the actual premium and the amount the employer has paid—if there is any difference. On the death of the insured employee, the employer is reimbursed by receiving the cash surrender value, and the beneficiary of the in-

sured employee receives the face value of the policy less the amount paid to the employer for reimbursement of his payment.

INSURANCE COSTS EMPLOYEE NOTHING AFTER 7 YEARS

How this works out to the benefit of the employee is best shown by taking the typical case of a 34-year-old employee. Under this plan he would pay \$24.56 per thousand dollars of insurance the first year, and thereafter he would pay:

\$11.77 in the 2nd year	\$1.14 in the 5th year
2.05 in the 3rd year	.72 in the 6th year
1.59 in the 4th year	.28 in the 7th year
\$0 in the 8th year	

And for the rest of his life he doesn't have to pay anything. In short, for the first seven years he is paying an average premium of \$6.02 per thousand and thereafter pays nothing and gets protection for the balance of his life. The cost to the employer is merely the cost of interest on the money it advances on the policy.

As I have indicated, all these plans also encourage the employee to work hard for the growth of the business, which in turn provides the opportunity to the employee to advance in a dynamic, growing organization.

Business leaders generally have failed to live up to their obligation to see that the worker has the opportunity to work continuously at good wages, and to accumulate something beyond his immediate needs; and has also neglected its obligation and opportunity to provide the worker with the incentive to make this possible.

NOW is the time for business to *act*. With bold, enlightened action, business can recapture the position of leadership in the economic social-welfare field it has *almost* lost by default. This is the challenge for business to accept—because it is profitable to do so, and because it is a way to preserve the way of life that has given America the world's highest living standards, and preserved the freedom and dignity of the individual.

The keeping of personnel records is one of the most important functions of the personnel department. Efficiency and economy helps sell the department. The writer tells how companies might improve their methods and at the same time save thousands yearly.

Better Personnel Records At Less Cost—At Ford

BY WILFRED J. O'SULLIVAN,
Manager, Hourly Personnel Department, Industrial Relations Staff
Ford Motor Company

WITHIN the last year the Ford Motor Company has devised and field-tested a more efficient Hourly Personnel Records system. During the course of the analysis leading to the revised system, existing methods of maintaining records within the company were re-examined. Records systems used at other companies were studied. In addition, new types of filing equipment and office machines were looked into.

Three of the forms designed for the new system include:

1. An 8" x 10" status card developed to maintain a chronological history of each employee's record. This card is filed in badge number order and is housed in a card record desk to facilitate posting and reference.
2. A durable personnel jacket is filed alphabetically in a fireproof cabinet. This jacket holds forms used in processing status changes.
3. A consolidated status change form designed with snap-out carbon for processing of transactions such as hires, rate changes, transfers, occupation changes and terminations. The original and three carbons are made at one time.

ADVANTAGES OF NEW REVISED RECORDS SYSTEM

Results of field tests for the past year in several different locations within the company indicate that the revised system has numerous advantages over the one formerly used.

Among these advantages are:

1. Properly sequenced forms permit more rapid posting, greater accuracy, and easier verification.

2. Elimination of more than twenty forms with resultant savings in requisitioning, purchasing, stocking and shipping.
3. Increased security provided for vital records by use of fireproof equipment.
4. Improved methods developed and more efficient equipment adopted with the aid of time studies.

FORD MOTOR COMPANY
HOURLY STATUS CARD
FORM NO. 47 6-52

SOC. SEC. NO.

NAME

ADDRESS

1	2	3	4	5	6	7	8	9	0
A	B	C	D	E					
C		N		2		NOTIFY PAYROLL			
D		O		3		VAC. SEN. DATE			
WORK. COMP. DATES				MED. CASE DATES					

NAME CHANGES		PHONE NO.		PHONE NO.		DATE OF ENTRY SENIORITY		DATE	

PLANT UNIT	PLANT SEN. DATE	FORD UNIT	FORD SEN. DATE	BIRTH DATE	U.S. CIT.	YES	NO	MALE	FEMALE	SINGLE	MARRIED	TRADE SCHOOL GRAD.	V. YES	NO	CODE
				SUBSTITUTIONS	NO.	AMT.									
					NO.	AMT.									
					NO.	AMT.									

ACTION CODE	DATE OF ACTION	DEPT.	RATE	DATE RATE EFFECTIVE	OCCUPATION CODE & GROUP NO.	OCCUPATION	IN.
1							1
2							2
3							3
4							4
5							5
6							6
7							7
8							8
9							9
10							10
11							11
12							12
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21							21
22							22
23							23
24							24
25							25

ACTION CODES
H—HIRE
RH—REHIRE
RI—REINSTATE
I—INCREASE

GJ—GENERAL INCREASE
D—DECREASE
TR—TRANSFER
O—OCCUPATION CHANGE

OS—OCCUPATION SURVEY
LP—LEAVE OF ABSENCE PER.
LM—LEAVE OF ABSENCE MED.
LO—LAID OFF

BA—BADGE SERIES ADJUSTMENT
T—TERMINATION
DA—DISCIPLINARY ACTION
A—APPRENTICE

"What part of your work gives you the most trouble? What kinds of cussedness give you the biggest headaches in dealing with other people? Would you like to join with other company supervisors in an informal discussion group to see whether, together, we can find some answers?" Unless supervisors are brought into the act with some such questions, says the author, any supervisory training program has two strikes against it at the very outset.

Don't Blame Your Supervisors

By J. H. JORDAN, Ass't. Personnel Manager
Atlas Powder Company, Explosives Dep't.

WHEN plans go wrong and workers fail to measure up, there appears to be a growing trend to put most of the blame on front-line supervision. As a result there is great emphasis on many and varied training programs designed to make the supervisor more effective in his human relations and production role.

Possibly no subject is receiving more attention from management today than this problem of supervisory training. We must have trained supervisors and no amount of time, money and effort seems too great to get them. But the sad and rather surprising thing about it is that the results often aren't worth the effort.

Why? Because of the simple fact that the people who have the greatest knowledge of what kind of training supervisors need aren't even consulted. Neither the content of the programs nor the means to carry them out are open to discussion by these people. Who comprise this neglected group? None other than the front line supervisors themselves.

NO ATTEMPT TO FIND WHAT SUPERVISORS WANT

All too often supervisory training programs start out in the office of one of the top executives of the company. He suddenly decides to "give our supervisors some training." With this simple objective as the sole guide, orders are given and the wheels begin to turn. The personnel and training directors scurry about, gathering information about what other companies are doing. They read articles in personnel

and training publications and attend hurry-up conferences in supervisory training.

Finally the program is ready. The training director proudly presents the finished package to the personnel director. He in turn rushes it to the executive who started the whole thing and proudly exclaims, "Here it is!"

Soon, in spread-out plants and locations, over-worked and tired supervisors are herded into conference rooms and are greeted with, "You fellows need some training. Starting today we begin a supervisory training program. We'll meet here two hours a day once a week and help you to find out what you're doing wrong. You'll then be given assignments and problems to work over in your free time and to bring back for discussion. Any questions? O.K. Today, it says here, we'll show you how to handle the neurotic individual. Now. . . ."

SUPERVISORS HAVE PLENTY TO SAY AMONG THEMSELVES

After two hours of being told how to handle an individual case that will probably not come up again for years, the supervisors straggle out and their comments at lunch are worth listening to. "How does that so-and-so know we need training? He never gets out of his office except at lunch." "I can't spend two hours away from work on this foolishness", puts in another disgruntled supervisor. "What a course we're taking. I'd like to get some training in job instruction and record keeping." "So would I", comments another.

And so it goes. Idea after idea comes forth but dies aborning because management just isn't listening.

Here is the proper starting point for any good supervisory training program. The supervisors themselves know many of their own needs and shortcomings. From them, if invited, can come suggestions to make the program genuinely worthwhile. Among them may be thoughts on when to hold the conferences so as not to interfere with production; immediate training that supervisors want and eagerly look forward to receiving; practical difficulties that the training director has overlooked.

All these are lost when supervisors have no part in setting up the program. And, what is more important, supervisory acceptance of the program which is so essential to its success is never won. Frustration builds up. Soon it may turn to positive aversion to any training and the failure of any projected program.

Something like this awaits all training programs that do not take into consideration the ideas of the people to be trained. We, in personnel work, criticize our production people for their poor communications, while at the same time neglecting our own. Supervisors must and should be consulted in formulating any training program for them. By the use of conferences, informal discussions, and interviews their suggestions must be sought out and used.

Where do they feel a training need? When is the best time to hold the sessions? What methods do they feel contribute most when they attend training classes? These few questions are merely suggestive of many which can lead to the effective organization and conduct of the program. Most importantly, asking such ques-

tions gains supervisory acceptance and support, because supervisors then look upon the program as partly a product of their own creation.

We recognize that workers want a voice in determining relationships which affect their well-being. We need to remember this simple principle and apply it when we plan our supervisory training program. Consult the supervisor. Listen to him. Get his ideas and suggestions. Explain the need for and the expected results of training. Seek to gain his support and receive his criticisms. Use all his good ideas and explain why his others are rejected.

If you fail to develop a feeling of participation by consulting the trainees—if you don't welcome their advice and criticism, if you don't subscribe to the idea that the success of the program depends upon its being accepted; then, "don't blame your Supervisors".

About the Authors

Richard Prentice Ettinger graduated from the New York Law School and New York University. He was admitted to the New York Bar in 1915 and taught finance at New York University for seven years. He has been President and Director of Prentice-Hall since its organization in 1913. He has written on New York Corporation law, also on credits and collections. He is President of the Parker Publishing Company. His trusteeships and advisory jobs are too numerous to mention here.

W. J. O'Sullivan began his career in Personnel at the Air Force Headquarters in Washington, D. C. He afterwards served three years as Personnel Staff Officer in Europe. He is a graduate of DePaul University and has done graduate work at the University of Michigan and Wayne University. His first job at Ford in 1946 was as employment interviewer.

J. H. Jordan holds a B.S. degree in Industrial Relations from the Wharton School at the University of Pennsylvania where he has completed two years of graduate work. His personnel work began as Employment Manager at Vick Chemical Company. At the Atlas Powder Company his work includes overseeing of selection, placement, training, testing, communication and union relations.

John McNulty, an attorney who has been in labor relations and personnel work for almost 20 years was Division Director of Personnel for the Ohio Oil Company before he joined Husky. He is a member of the Wyoming Bar and graduated from Wyoming University Law School in 1935. He is known as a writer and speaker on employee and labor relations. He served in personnel and legal staff positions in World War II.

Wade E. Shurtleff is the Director of Industrial Relations for Standard Products Company of Cleveland. He was formerly associate Editor of the Bureau of National Affairs. His article is one of a series of profiles of outstanding men in the personnel field, which appear every few months in the Personnel Journal.

You pay your people a good deal more than shows up in their pay envelopes. A lot of companies have tried many ways to get the point across. This article describes one of the best ways we've heard of . . . and it's not copyrighted!

These \$2 Bills Were Lucky

By JOHN R. McNULTY, Manager, Industrial Relations
Husky Oil Company, Cody, Wyoming

It's easy to fall into the habit of regarding your take-home pay as your whole salary—to forget how much is deducted for taxes and various items for your ultimate security and benefit. Our people, we thought, needed reminding. A novel procedure was devised to remind them and to portray dramatically some other facts of interest to our employees and community.

Our bank made arrangements with a Federal Reserve bank to obtain \$40,000 in \$2 bills, for a cash payday for Husky employees in Cody. This supply of "race-track specialties" constituted the major portion of bills in this denomination from the Mississippi River to California. The bills created quite a stir in this land where people ordinarily jingle silver dollars in their pockets.

EMPLOYEES RECEIVED THEIR WHOLE PAY, WITHOUT DEDUCTIONS

At 7 A.M. on payday morning, the County Sheriff and representatives of Husky pulled their cars up to the bank, and early risers saw the delivery of two large steel boxes containing some twenty thousand \$2 bills. The armed sheriff watched as almost 200 employees were given their semi-monthly gross pay with the bills. He watched the employees pay back their deductions for income tax, social security, group insurance, retirement and other deductions in \$2 bills.

After passing through the cash pay lines, employees gathered in groups of fifteen for a demonstration of just what their deductions went for. Cost to the company and to the employees of the various benefit plans was vividly portrayed by the use of colored charts. Some of the employees were surprised to see that, in addition to their own deductions toward employee benefits, the company spends on employee benefit plans about \$124,000.00 above the million-dollar annual payroll. Some of the people were surprised to see that the entire costs of Workmen's Compensation and Unemployment Compensation are paid by the employer.

The Industrial Relations Department not only showed employees what em-

ployee benefits cost, but also what direct benefits they receive from the various plans. Booklets describing these benefits were passed out for further study.

Probably the most effective part of the entire procedure was the explanation of the company's Annual Report. Since more than sixty per cent of eligible employees are stockholders of the company, under an employee Stock Option plan, this was in the nature of a report to stockholders. The workers were shown by the use of \$2 bills what the company's income and cost of doing business had been for the previous fiscal year. Many eyebrows were raised when they saw that only one \$2 bill was left as net earnings, from a total of fifty such bills which served to represent income. The fact that most employers receive profits of 5% or less was emphasized. The profit over investment was compared to that of a newsboy or a small grocery store.

STOCKHOLDER EMPLOYEES INVITED TO ASK QUESTIONS

Questions were encouraged and the lively interest shown indicated the employee's appreciation of the facts presented. Employees asking how they could contribute to the reduction of operating and other costs suggested one way in which the meetings were well worthwhile.

Reaction of the public to the cash payday was beyond expectations. The trail of the Husky employees' money was visible evidence to merchants in the community (of some 4,000 persons) of the impact of an industrial payroll. Some of the \$2 bills were gathered by collectors—some saved for Christmas presents. Corners on some of the bills were clipped by superstitious recipients.

Cash paydays have been conducted before but none in this area got as much attention. Newspapers and radio carried the story. Inquiries as to just how the payroll was handled poured in to the company.

M. R. McArthur, Vice President, felt the project was particularly successful in giving a better understanding of some of the costs of doing business. At the end of a ten hour day, the sheriff, who witnessed the entire procedure, didn't say: "Brother, can you spare a \$2 bill?" He said: "I hope no one else wants to pay a payroll like that in cash for a long, long time!"

Boundless energy and "drive" lead to success in personnel work as surely as in any other calling. This is the story of Ray Livingstone, his company's first Director of Personnel at 27, his city's "outstanding young man" six years later.

Human Relations Specialist and Good Citizen

BY WADE E. SHURTLEFF

DEAN of Cleveland personnel men, Raymond Livingstone, Vice President of Human Relations for Thompson Products, Inc. has been in charge of his company's human relations program for the past 18 years. Yet he is only 45.

Ray's story is one of ceaseless activity. In high-school days he became interested in radio and built a number of sets. At 16 he received a radio operator's license. During summers he worked with a surveyor's gang. Between terms at Case Institute of Technology, Cleveland, he fired on a lake steamer to toughen himself for varsity football. At the middle of his junior year he left school to go to work in a steel mill, first as an inspector, then as a laborer at an open hearth furnace.

STARTED WITH COMPANY AS PUBLICITY MANAGER

Subsequently he went to work for the *Cleveland Plain Dealer* as a reporter, and in his spare time he learned to fly. Two and a half years later, in 1929, he joined Thompson Products as publicity manager. Following positions in manufacturing and sales, in 1934 at the age of 27 he was named the company's first Director of Personnel.

"Even at the age of 18," the *Plain Dealer* said in an article about him recently, "Livingstone had begun to analyze people in an unusual manner. Labor was never a commodity with him. He felt an attraction toward his fellow workers and was able to discern the qualities which, when properly seen and recognized, will produce the finest sort of worker-management relations."

In 1940 he was named outstanding young man of the year by the Cleveland Junior Chamber of Commerce. He was elected to his present position as Vice President—Human Relations, in November 1942, at the age of 35. In this capacity he is responsible for overall guidance of the company's employment, industrial training, labor relations, employee publications, and the social and athletic activities in all

plants of the company—a comprehensive personnel program which he has evolved and which has brought national recognition to him and the company.

“We want to obtain and maintain a happy, efficient working force—get a gang of guys that like us and whom we like, and who are a hard-hitting, efficient outfit,” Livingstone said in an early and informal presentation of the company’s industrial relations policy. “We want everyone to enjoy his work. We want to make Thompson Products a friendly place.”

Thompson Products is a leading manufacturer of automotive and aircraft parts, valves and accessories, with plants in five cities, employing about 20,000 men and women. The great bulk of its operations are centered in Cleveland at the huge Tapco plant (Thompson Aircraft Products Company).

For years the Tapco plant was the organizing target of the UAW-CIO. The organizing attempts blew up several years ago when officers of the international union fell to fighting among themselves on the convention floor over who was responsible for failure, despite union expenditures in excess of \$1,000,000, to organize Tapco employees.

COMPANY MAKES A PLEDGE TO ITS PEOPLE

Perhaps the greatest factor in Thompson Products’ outstanding success in maintaining a “friendly place” to work has been management’s rigid adherence to the letter and spirit of the company’s formal industrial relations policy. It is in the form of a statement entitled “Our Pledge”. Its text follows:

“We pledge, so long as the affairs of this company are in our hands, that the following principles will govern our relations with members of the organization:

1. We will pay wages equal to, or better than, prevailing rates in the area for the occupation. Any employee, or group of employees, at any time may request a wage survey to verify the fairness of any rate.
2. With friendliness, we will meet with employees or spokesmen from any group or department to discuss any requested improvements in conditions, hours, policies, or practices.
3. Any grievances will be fairly and promptly settled through steps provided by the Grievance Procedure posted in all departments. Employees may appoint a fellow employee as spokesman if they desire.
4. General conditions such as vacations, overtime, seniority, rest periods, safety, cleanliness, and employee accommodations will be constantly improved and will always equal, or exceed, prevailing community practice.
5. We will devote our best efforts and thinking to the building of a growing business within which will prevail an atmosphere of friendship and harmony with steady jobs and opportunity for all.”

Frederick C. Crawford, head of the company, on the tenth anniversary of his presidency, said, “We established a personnel division to weld an organization of happy workers, sympathetic with the problems of management, and thoroughly

informed at all times on what management is thinking and trying to do.

"No activity of our company is more essential, we believe, than personnel. It is the new, dynamic function of modern industry—permanent and indispensable as engineering, research, production, selling or finance."

PERSONNEL AS IMPORTANT AS ANY OTHER MANAGEMENT FUNCTION

And in 1942 when Livingstone was elected vice president, Crawford said:

"American industry has been through a number of stages: there was the pioneer age, the sales-genius age, and the engineer age. Now, I think we are entering, or have already entered and failed to realize it, the age of human relations—a time in which a 'Vice President of Human Relations' takes a place on an equality with all other members of management."

Ray Livingstone stands five feet, 10 inches tall, weighs 175 pounds. His manner is pleasant, but he gives the impression of great tenacity without being truculent. He was married in 1934 and has two children.

A dynamic speaker, he is well known to personnel people, having appeared often before such groups as the National Association of Manufacturers, American Management Association, National Industrial Conference Board, and numerous other business associations, college and university groups. In his hometown of Cleveland he has not hesitated to engage in public debates with labor leaders.

As an outstanding authority in the field of labor relations, he has testified before committees of both houses of Congress and the Ohio Legislature in connection with labor legislation.

He takes his obligations as a citizen seriously, and is active in numerous civic posts. As a member of the Cuyahoga County Republican Executive Committee, he took an active part in the recent campaign. He also played an important part in the 1952 Cleveland Community Fund drive. He served as industrial chairman of the successful \$9 million Greater Cleveland Hospital Fund campaign, as vice chairman of the Cleveland Occupational Planning Committee, as member of the Citizens Transit Charter Amendment Committee, and is a director of the Case Alumni Association, Real Property Inventory of Cleveland, Cleveland Citizens League, Greater Cleveland Council—Boy Scouts of America, and is Chairman of the Executive Committee of the Euclid-Glenville Hospital, to mention but a few of his many activities.

Can Employees Be Prepared for Retirement?

By Harrison Terrell

For day-dreaming, for idle speculation, surely there is no subject that should be more attractive than the idea of retirement. But as for actually retiring, the more you see of books on the subject the plainer it becomes that there must be flies in the ointment—or “bugs” in your thinking. The authors “protest too much”. Most of them take a lot of time to reassure us that life can still be beautiful after retirement if we’ll only follow their prescriptions.

The fly in the retirement ointment is identified by Paul W. Boynton in his *Six Ways to Retire* (Harper & Brothers, 1952, 145 pages, \$2.50). In the last sentence of his preface, a sentence that’s repeated on page 3, he says: “*Retirement is like getting a job—you have to work at it*”. The italics are Mr. Boynton’s.

It is this very necessity—the necessity for each individual to think, to look ahead, to work actively toward his own retirement—that makes it extremely difficult for the personnel man, however good his intentions, to help employees prepare for retirement. Someone has said that people will go to practically any lengths to avoid real thinking. Without hard and soundly constructive thinking somewhere along the line, preferably quite early, most of us will keep on going into retirement unprepared—financially, mentally, physically and emotionally.

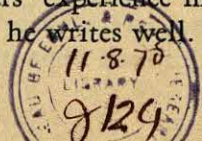
We do not mean to imply that *Six Ways to Retire* is a depressing book. It isn’t. Obviously, the author is a realist, but he’s optimistic throughout. Thought of in the right way, he says, retirement gives a

golden opportunity to start a new life—the life you’ve always looked forward to. He thinks most of us have far greater capacity both for accomplishment and for happiness than we realize. Successful retirement is a matter of facing up to facts, getting well acquainted with ourselves and our capabilities, thinking things through, arriving at a few decisions, pre-testing, experimenting.

MR. BOYNTON’S “SIX WAYS”

This book covers the ground as completely as any we have seen. In the beginning, the author points out that he is talking about *active* retirement, not sitting by the fireside waiting for the grim reaper. In case you’re curious about the “six ways”, here they are. (1) Retirement to a new full-time career. (2) Retirement to a part-time occupation that will supplement income. (3) Retirement to creative activity, avocations, hobbies. (4) Retirement to public services for community or nation. (5) Retirement to new experiences, the building of new friendships and the development of personal relations. (6) Retirement to understanding, to the creation of a mature guiding philosophy and some answers as to what life is all about. Six chapters deal with these six ways. Other chapters are on “Discovering Yourself”, “Financing the Future”, and “Where Will You Live?”

Mr. Boynton is an industrial relations man with Socony-Vacuum Oil. He writes out of thirty years’ experience in working with people, and he writes well. He shows



how individuals can prepare for a more rewarding, happier retirement—if *they work at it*. Personnel people grow old and are subject to retirement too, and this book can help them personally.

In every organization, presumably, are some people with the will and the ability to profit from a book like this. The personnel department could do them a favor by calling the book to their attention, or making it available to them on loan.

EMPLOYEES' DISCUSSION GROUPS

Aside from these uses, it could be used as a sort of text book for a course. Groups of company people in various age brackets might be assembled in "classes" for discussion. You train people for work; why not for fruitful activity later? Even though the classes were held only every few months, your people would be better prepared for retirement than most of them will be if left entirely to their own devices. Company executives could be drawn into the operation by asking them to talk with the groups from time to time. They would have to prepare for such participation, and thus would be compelled to give some serious thought to their own retirement.

The whole problem of self-sufficiency in later years presses urgently for a solution. One thing that makes the matter urgent is the great percentage of the country's population who reach what we used to consider advanced age. Life expectancy figures show that at the turn of this century a man could expect to live only 48 years, while now he can look forward to 68 years. Women average even longer lives—70 years today.

Considering how many millions of people from age 45 to 50 and upwards should be in the market for good books on how to manage after their years of regular employment, it is surprising how few volumes there are on the subject. In the Quaker City's biggest and best public library, the catalog lists less than a dozen titles that tempt one to look them up. On the shelves

of the main reading room there wasn't a single volume of any description on the subject. In the "map room,"—of all places!—several excellent books were found, but these were not for lending; one could read them only under the watchful eye of the librarian. You wonder whether publishers are missing a bet here, in not bringing out more good titles and promoting them.

SOME RETIREMENT BOOKS

Among the best on the subject is "Where to Retire and How" by Fessenden S. Blanchard, a 299-page book published in 1952 by Dodd, Mead & Co. This is a beautiful book, inside and out, generously illustrated with photos and maps. The style is informal and personal; case histories of retired people in their own words help give that impression.

Another that you might like to look up is Ray Giles' "How to Retire and Enjoy It", a 268-page book published by McGraw-Hill in 1949. Giles has written on the subject for several magazines, including *Reader's Digest*. In line with our thought above, he says: "Some day, let us hope, there will be special lecture courses and discussion groups to prepare men and women for greater success in retirement." One of his chapters asks, "How About Retiring in Your Fifties?" Another chapter is headed, "46 Ways to Increase Your Retirement Income"—but lists ways to economize and save rather than to increase income.

"How to Retire to Florida", by George and Jane Dusenbury (second revised edition, 250 pages, Harper's, 1947-1952) and "How to Retire to California", by Aubrey Drury (same publisher, 1950, 194 pages) are good for those who have these States in mind. There may be lifted eyebrows over the Dusenburys' statement that the average estimate of monthly income needed for retirement of a couple in Florida is \$152.

"Where to Retire on a Small Income",

by Norman D. Ford is too factual to suit our taste—does nothing for one emotionally. This is a 72-page book published in 1951 by Harian Publications, Greenlawn, N. Y., in paper cover at \$1. Other titles by the same author, at 35¢ each or all three for \$1, are "How to Earn an Income While

Retired", "Retire Young and Start Living", and "Lands in the Sun".

Books we've heard are good, but haven't caught up with: "Retire and Be Happy" by Irving Salomon, and "How to Retire and Like It" by Raymond P. Kaighn.

Other Recent Books

Is ANYBODY LISTENING? By William H. Whyte, Jr. and the editors of *Fortune*. Simon and Schuster, New York, 1952. pp. xii, 239, \$3.00.

This book is warmly recommended to all executives who have to do with or who find themselves talking about—communication, participation, group action, and similar activities. These words are popular today, and to some degree the practices which they connote are being experimented with in a number of companies. Where this kind of thing is going on (with that somewhat faddist excitement with which we are familiar in American temperament and from which therefore management is not exempt) the time always comes for a detached and searching examination of what is meant and what the actualities are which the words identify.

Mr. Whyte writes from outside business and with a good journalist's fishy eye on realities behind verbiage. His candor is refreshing and will be disturbing to some. But my own feeling is that his wisdom equals his honesty of intention. His book demonstrates a crucially important need—one unprovided in our economy in any adequate way, except by the growing body of management consultants who must to some extent treat clients respectfully if they desire to stay in business—the need for informed and objective *criticism* of policy, practice and results.

For here is an honest assessment of what is happening in communication, in participation, and in group efforts, when executives become immersed in abstractions and refuse to probe incisively as to what they mean, how they are given operational effect, what the responses are, and whether original purposes are in fact being realized.

As one who deeply believes that there is a valid, philosophical justification for the processes within management which these several words are intended to suggest, I am glad to urge wider attention to this study. It reveals the wide gap between verbal expression by management and the realistic personal and group relations between managers and rank and file, which are basically intended and required.

The managerial reader should not be put off by whatever journalistic exaggeration he may think he detects here. The book will promote self-searching by executives, of shortcomings of policy and too great expenditures of funds. In the area covered, what is needed is an enlargement of simple, human, honest, common-sense face-to-face human dealing.

The next time the reader of this review finds himself saying: "We must strengthen our resources of communication with employees and with our larger public," before he signs another requisition, let him read this discerning book.

Ordway Tead

PERSONNEL PRINCIPLES AND POLICIES. By Dale Yoder. New York: Prentice-Hall. 1952, 602 pages.

The purpose of this book is to stress the "principles and policies—the guiding generalizations and recognized objectives or goals" of manpower management. According to the author, employers, union members and their leaders, students and lay citizens frequently indicate an interest that is much greater than their understanding of purposes and general principles in industrial relations.

If the author's object had been to write a shortened and up-to-date version of his excellent text on Personnel Administration and Industrial Relations, he would deserve high praise for his results. As it is, the principles and policies are obscured in the mass of definitions, facts, and methods. Instead of being easily recognized, the reader must search to find them.

There is, it is true, a chapter on labor policy. It deals with some important aspects of the topic, such as formulation, communication, and review and appraisal—in 12 pages out of 602. Another chapter deals with policy in collective bargaining, largely public policy, in 18 pages. According to the index, policies are referred to on 26 additional pages and principles on only three pages. These figures are not an unfair indication of how hard the reader finds it to keep in contact with the avowedly main theme of the book.

Even the chapter headings read like the usual text on Industrial Relations. For

instance, among the thirty chapters we find Jobs in Industrial Relations, Job Analysis, Manpower Sources and Recruitment, Preliminary Steps in Selection, Testing for Selection, Induction and Placement, In-Plant Training Programs, Training Organization and Methods, Negotiation and Administration of Collective Agreements, Union Management Cooperation, Wage and Salary Administration, Employee Benefits and Services, Manpower Records and Reports, etc. The treatment of these topics does not seem basically different from that to be expected in a well-written text.

Why the footnotes as a rule go no further back than 1948 is also not clear to the reviewer. (Was the subject matter not covered in the literature before that time? Or is the author, who is the editor of the Prentice-Hall Industrial Relations and Personnel Series attempting to indicate the desirability of purchasing this presumably up-to-date treatment of Personnel Policies, in addition to his longer text which was revised in 1949?) At any rate the sources included seem frequently chosen for their general rather than their specific applicability to the topic, and in one instance at least the wrong publisher was named.

Basically, however, the content, considered alone, is worthy of high commendation and can be read with profit as a sufficiently well-balanced and comprehensive introduction to the subject of Personnel Administration and Industrial Relations.

Rex Hersey

Personnel Research

An Opinion Survey of a Regional Union Group. By Keith Davis and Edward E. St. Germain. *Journal of Applied Psychology*, Vol. 36, No. 5, October 1952. Pages 285-290.

Most opinion surveys of workers are conducted by employers or by their representatives. This article reports an attitude survey that is unusual because it was sponsored by a union, and because it was directed toward both union and employer practices.

The questionnaire was headed "Wanted: Your Opinion of Your Union and Your Job." 140 members of a midwestern union replied to the questionnaire. The workers operated many varieties of heavy machinery used in commercial construction, such as bulldozers, concrete mixers, and tractors. The survey showed that employees were reasonably satisfied with their union and their employers, which reflected many years of cooperation in this particular situation. The main dissatisfactions uncovered were in the areas of communication and day-to-day problems, rather than in areas producing a conflict of principle.

Making Sense Out of Salary Surveys. By John B. Harker. *Personnel Journal*, Vol. 31, No. 4, September, 1952, 131-134.

Most people look at salary and wage survey information uncritically and attach too much importance to averages. It is important to determine that the salaries reported are actually being paid for the *same work*. Mr. Harker studied four salary surveys of clerical workers to determine the percentage of spread for each job reported. He found that large spreads are usually identified with job descriptions that are generalized, include a large variety of possible duties, or have a catch-all in them.

The spread of salaries is a measure of the effectiveness of the job description. A spread of 40 to 50 per cent between the jobs

at the 90th percentile and the jobs at the 10th percentile would seem to allow for normal variations in range of salaries, but spreads higher than 75 per cent indicate that very different kinds of jobs are being included in one classification.

A job description which is intended to describe a difficult position for which a high salary is paid should show a narrow spread and an average salary well above the average for all clerical workers. If this is not the case it is evident that the participants in the survey did not understand the job description. The reverse situation might occur with a position intended to be a beginner-level job. If the description is clear and the spread is rather small, the average salary will be low. In both of these cases a large spread would reveal that the reported average salaries were an inaccurate yardstick for companies that wished to compare their salary levels with the survey results.

A Salary Grade for Each Point Value. By David C. Childs, The Bank of New York. *Personnel Journal*, Vol. 31, No. 5, October 1952, 173-175.

Before setting up a new job evaluation plan of salary administration, each department head was given a list of the jobs in his department with the grade indicated for each job. There was a tendency for department heads to request the up-grading of jobs which were near the top of the "step" in point value. To prevent the up-grading of a great many jobs, which would gravely distort the plan, it was decided to eliminate the artificial grades and have instead a grade for every point value.

Once the salary grade table was set up, it appeared to be as easy to administer as a table with fewer grades. There were 93 salary grades for jobs up to \$5,000. Two years' experience has revealed no difficulties or disadvantages in the closer gradations of this salary administration plan.

Across the Editor's Desk

With the Local Personnel Associations

MUNICIPAL PERSONNEL SOCIETY OF NEW YORK puts out a neatly mimeographed monthly newsletter. The September issue contains a seven-point summary of "Supervisory Selection in the Federal Government," a report by the Senate Committee on Post Office and Civil Service. Among the programs scheduled for the year are a round table discussion on "The Functions of a Personnel Unit in a City Agency," and a discussion of the new New York City Employees' Suggestion System. Lewis Orgel is President of the Society, Benjamin Cymrot is Vice President, and Max S. Saslow is Editor of the Newsletter. Meyer Kailo, Secretary-Treasurer, was kind enough to send us a copy of the letter.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES met on October 23. Wade Shurtleff spoke on "The Other Side of Personnel Management." *Pirascopes*, the Association Newsletter describes a four-point employee education program in the October issue.

APPLETON PERSONNEL ASSOCIATION, OF APPLETON WISCONSIN, toured the Appleton Vocation School in November. The program for the November meeting took up the thorny problems of community fund drives in the plant, Christmas parties for office personnel, and what to do about collections for wedding presents.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had a give-and-take session in October on "How To Keep Hard-to-Find Employees on the Job After They Are Found." Dr. Francis F. Bradshaw, President of Richardson, Bellows, Henry and Co., Inc., was the Moderator. The subject for the November meeting was "Ten Years of Industrial Relations Research." The

speaker was Joseph C. Sweeten, Assistant Industrial Relations Advisor to the Foreign Trade Committee, Socony-Vacuum Oil Company, Inc. The September issue of the *NYPMA Bulletin* includes an interesting analysis of "Co-Determination in Germany," by William E. McCauley.

COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK publishes a bulletin as a guide to its services, which range from general information and statistical data to assistance on current business problems. The Association staffs fourteen specialized bureaus. Service is free to members. The Bulletin for October 23 asks for case histories on unemployment insurance benefit payments made to claimants not entitled to them. The information is to be used in an effort to amend the present unemployment insurance law. John A. Hill is President of the Association, which is located at 233 Broadway, New York 7, N. Y.

CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA discusses "Some Collective Bargaining Developments in Government," in its October newsletter. Vancouver's supplementary pension plan is described in the same issue.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION issues a fifty-page mimeographed newsletter, *Cupa News*. L. H. Glander, is the Editor, Michigan State College, East Lansing, Michigan. The September issue features a "Supplemental Salary Survey," and includes the minutes of the Sixth Annual Conference of the College and University Personnel Association, which was held July 20-23 in Minneapolis.

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION has published several recent

addresses given before the Association and the Personnel Section of the Western Management Association. Titles include, "The Company Program for Management Development," by Charles W. L. Foreman, Coordinator of Management Methods, United Parcel Service; "Planning the Management Development Program," by A. A. Pearson, Manager, Training Department, Ford Motor Company; "What Should the Personnel Department Expect from Management?" by W. A. Roberts, President, Allis-Chalmers Manufacturing Company; "Selecting and Using Practical Personnel Tests," by Joseph E. King, Executive Director, Industrial Psychology, Inc.; and "The Outlook in Salary Stabilization," by Joseph D. Cooper, Executive Director, Wage Stabilization Board, Washington, D. C. The reports are available at \$1.00 each from the California Personnel Management Association, 2180 Milvia St., Berkeley 4, California.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO heard Oscar S. Smith in November. Mr. Smith is Director, Organization and Personnel, United States Atomic Energy Commission. He spoke on "Personnel Problems in Atomic Energy." The Association also had several discussion meetings recently. Topics were, "Could the Steel Strike Have Been Averted?" "Now That We Know—So What?" a post-election analysis

of political change; and "Education and Training—1952 Model."

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF FORT WAYNE, INDIANA holds meetings on the 1st Monday of each month. Officers are President, C. E. Slater, Supervisor of Labor Relations, General Electric Company; 1st Vice President, Robert McConnell, Administrative Assistant, Fort Wayne Transit Inc.; and Secretary-Treasurer, Darrell Marr, Personnel Director, American Steel Dredge Company Inc.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA learned "How to Make Employees Write Better" at their October meeting. Dr. Rudolf Flesch was the speaker.

MONTREAL PERSONNEL ASSOCIATION had a panel discussion of "Preparation for Negotiation of a Collective Agreement" at their October meeting. Chairman was L. Hemsworth, Canadian Industries Ltd. Members of the panel were R. Perowne, Dominion Textiles Ltd., D. McCallum, R.C.A. Victor Co., Ltd., and J. A. Belford, Canadian National Railways.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO, CALIFORNIA, were concerned about talking too much at their October meeting. Jack O'Neill told the group how to say more by writing less.

Attending the Conferences

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION held its 14th annual conference in Victoria, B. C., October 30-31 and November 1. Outstanding among the speakers were Lawrence Appley, President of the American Management Association, and Austin Fisher, of Fisher and Rudge. More detailed comment will appear in our next issue.

A CONFERENCE BETWEEN LABOR AND MANAGEMENT was held recently at the Uni-

versity of Oregon, for the second year. According to a report in *Personnel Panorama* "the conference again demonstrated that there are human beings on both sides of the bargaining table and that responsibility is by no means an attribute to which management can claim undisputed title."

TRAINING DIRECTORS ASSOCIATION OF WASHINGTON held a five day training conference on the University of Washington campus. Role-playing was very successfully

demonstrated by Dr. Del Miller. Bob Sutermeister demonstrated ways of conducting buzz sessions. Ted Barnowe spoke on "Psychological Testing."

AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION MET IN MILWAUKEE for its fourth annual convention November 19-22. A very comprehensive program included a keynote address by William J. Grede, President, National Association of Manufacturers, and also President, Grede Foundries, Milwaukee; and James F. Lincoln, who spoke at the banquet. Mr. Lincoln is President, Lincoln Electric Company, Cleveland.

MERCHANTS AND MANUFACTURERS ASSOCIATION MET AT PALM SPRINGS, CALIFORNIA, October 12-23, for their tenth annual Employee Relations Conference. Consisting of discussions, special groups, and workshops the conference brought together some of the outstanding men in the field of personnel relations.

TRAINING ASSOCIATION OF SOUTHERN CALIFORNIA sponsored a series of workshops October 24-25 in Los Angeles. The theme of the conference was "Looking Ahead with Training." The workshops featured discussions and demonstrations of the most effective methods of development and economic training. Principal speakers were Carleton B. Tibbetts, Dr. Lee A. Du Bridge, Earl B. Planty, Dr. Otis C. McCreery, and W. E. Christensen.

HEART IN INDUSTRY CONFERENCE WAS HELD NOVEMBER 13 IN CHICAGO. Sponsored by the Chicago Heart Association, the conference considered such topics as "High Blood Pressure in Industry," presented by Irvine H. Page, M.D.; and "The Executive and His Heart Attack," by H. M. Marvin, M.D.

SOCIETY FOR ADVANCEMENT OF MANAGEMENT MET IN NEW YORK October 20-21

for its annual fall conference. The welcoming address was given by Edward W. Joachim, General Manager, Personal Products Corporation, and President, Society for Advancement of Management. The very full program included seminars on "How to Train Others to be Good Managers," and "How to Train Ourselves to be Better Managers." Henry H. Fowler, Director, Office of Defense Mobilization, spoke on Government-Industry Relations, at the dinner meeting.

FEDERATION OF EMPLOYEES' BENEFIT ASSOCIATIONS MET IN NEW YORK October 23-24, for their sixth annual conference. The program considered catastrophe, health insurance, medical benefits, hospitalization, surgical benefits, and pensions. Among the speakers were M. M. Gillen, Director Personnel Research Section, General Motors Corporation; E. S. Willis, Manager, Employee Benefit, General Electric Company; A. E. Bosley, Secretary-Manager, The Goodyear Relief Association; William C. Greenough, Vice President, Teachers Insurance and Annuity Association; and Edmond B. Whittaker, Vice President, Prudential Insurance Company of America.

PHILADELPHIA INDUSTRIAL RELATIONS CONFERENCE was held October 29-30. It was the seventh annual meeting for the group, sponsored by the Industrial Council of the Chamber of Commerce of Greater Philadelphia. Henderson Supplee Jr., President, Atlantic Refining Company, spoke on "Function of Personnel Administration in Business Today." "Management's Opportunity" was described at the dinner meeting by Dwight R. G. Palmer, Chairman, General Cable Corporation, New York. *Personnel Journal* was represented at the conference by Dorothy Bonnell. She felt the session on "Improving Employee Participation in Your Business" was very practical. W. E. Dietrich, Personnel Manager, Sears Roebuck and Company, Philadelphia, an-

swered the question, "But Can They Talk Back?" at this session by describing Sears' use of the grapevine, spot check interviews, departmental committees, and award luncheons. Betty Duval, RCA Victor Division, Radio Corporation of America, brought a lighter touch to the consideration of "Productivity—Responsibilities and Rewards." She described the role of training in increasing productivity, emphasizing the point that to be effective, training should be fun.

COUNCIL OF PROFIT SHARING INDUSTRIES MET IN PHILADELPHIA November 6-7 for their fifth annual conference. Profit sharing, as the American answer to Communism and Socialism, is an idea of growing importance, and the conference, attended by about six hundred delegates from all over the United States and Canada, was a lively one. *Personnel Journal*, represented by Dorothy Bonnell, was impressed with the vitality of the movement and the program. A

share in the profits gives the worker a stake in the profit system. Profit sharing also tends to increase the profits of the business concerned. Ken Piper, Director of Industrial Relations, Motorola Incorporated, Chicago, spoke on communications. His talk showed the attitude that profit sharing brings out in management; an attitude of real interest in the employee. A very complete system of communications, thoughtfully administered, makes profit sharing work. Vivid brochures and a festive way of distributing profits are keys in the plan. He also pointed out the importance of including the families of workers in your communications system. The address of welcome was given by William Loeb, publisher, Manchester Union Leader, Manchester, New Hampshire. One session consisted of a quiz panel on interviewing the worker, with a panel of a dozen employees participating. Lansing P. Shield, President, Grand Union Company, New York City, spoke at the dinner meeting.

Looking Over the Employee Magazines

WEIRTON STEEL COMPANY has sent us a copy of their king-size Employees Bulletin. It is about ten and a half by fourteen inches, printed on coated stock, and liberally illustrated with photographs. In fact, the first half of the magazine is a regular family album of pictures of employees. The October issue carries the sixth in a series of technical articles, "How Our Open Hearth Operates." A dramatic picture of a reenacted accident illustrates the importance of wearing safety shoes, in one interesting feature in the magazine. "Questions and Answers Concerning Your Group Insurance Coverage," is the title of another helpful feature. The Bulletin is published monthly, by the Weirton Steel Company, Weirton, West Virginia. The editor is Alfred J. Knight.

which it puts out bi-weekly. A recent lead article reports "Two Individual Ledgerettes Set Accuracy Marks." Two members of the Individual Ledger Department set a record for accuracy by working for three consecutive months without a single mistake. Helen H. Caulk is managing editor of PNB *Spotlight*.

H. P. HOOD AND SONS call their magazine *Spotlight*. (A popular name!) The September-October issue contains a chart of organization changes where employees' new jobs are listed, as they move up in the company. The policy of internal promotions is highlighted in an article, "There's Room At the Top!" Employees are pretty sure to realize "they never had it so good" when they read the revealing and amusing article, "Just How Good Were the Good Old Days?" Jane A. Donovan is the editor.

PHILADELPHIA NATIONAL BANK has an eight-page magazine printed in offset,

THE NATIONAL ASSOCIATION OF MANUFACTURERS puts out a magazine called *Service for Employee Publications*. It is published monthly to serve industrial management in improving communication with employees. The magazine contains two sections. Pages reproduced in Section I from other publications are presented for their idea value. Material in Section II may be used by editors without giving credit. The November issue treats such topics as "Safety Equipment Goes Just So Far," "Armchair Travel

and the Company Product," and "Christmas, America." Leslie Avery is the editor, 14 West 49th St., New York 20, N. Y.

CENTRAL FEATURE NEWS, INC., distributes *Feature*, a magazine for editors. It presents features available without cost from leading U. S. companies, agencies and institutions. Story outlines and sample photographs are printed in the magazine. Robert Altshuler is the editor, 8 South Dearborn St., Chicago 3, Illinois.

What's New in Publications

PERSONNEL MANAGEMENT PRACTICES IN THE CLEVELAND AREA are surveyed in a 65-page booklet prepared by the Business Information Department of the Cleveland Chamber of Commerce. The report, *Cleveland Community Survey of Personnel Practices*, is based on data supplied by 130 companies employing over 150,000 persons. One hundred subjects are covered in four main categories; Employer - Employee Relations, Wage and Salary Administration, Employee Benefits, and Miscellaneous Personnel Policies and Practices. The report gives up-to-date information on a wide variety of subjects such as excused absences with pay, Christmas cash bonuses, clean-up time allowed, military encampment, garnishment, paid vacations, insurance programs, work schedules. The report is available at \$10.00 a copy from the Cleveland Chamber of Commerce.

INSURANCE OF ALL KINDS is described so that the employee will understand what combinations best protect his family, in a General Motors information rack booklet. *What You Should Know About Family Insurance*, by Clarence Woodbury, presents the facts clearly. The text is well thought out, and the lay-out makes the text easy to grasp. Fire, automobile, burglary, public liability and life, are among the types of insurance described.

THE EFFECT OF SHORTER HOURS ON OUR INDUSTRIAL ECONOMY is discussed in a new pamphlet by William Goldner, *Hours of Work*. The booklet is divided into short chapters, pointed up with headings, which make the material easy to absorb. Among the topics treated are: the movement for shorter hours; output, efficiency, and hours of work; government regulations on hours of work; and collective bargaining provisions. The booklet may be ordered from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

INDUSTRIAL TRAINING AND EDUCATION FILMS are listed in a comprehensive bibliography prepared by National Metal Trades Association. The bibliography lists, classifies, and describes films on 1,390 different subjects. The material is indexed by both subject matter and title. Each of the listings shows size of film, running time, cost, source, and description. *Industrial Film Bibliography* may be ordered from National Metal Trades Association, 122 South Michigan Avenue, Chicago 3, Illinois.

EMPLOYEE HANDBOOKS ARE WIDELY USED TO BRIDGE THE GAP BETWEEN MANAGEMENT AND EMPLOYEES. A study summarizing the experience of 76 banks and 117 department stores has been made by the

Bureau of Business Research, of the University of Texas. *A Survey of Bank and Department Store Employee Handbooks*, by William R. Spriegel, and E. Lanham, is intended to serve as a guide for firms considering the publication of an employee handbook. The 117-page book discusses purposes and uses of handbooks, types of handbooks, style, content, and physical characteristics. The book is available at \$1.00 from the Bureau of Business Research, The University of Texas.

THE CIVIL SERVICE ASSEMBLY has a tempting list of periodicals, books, briefs, and pamphlets. *Employee Suggestion Systems*, by Robert J. Batson and *Payroll Deductions* by William Brody, are among the items listed. The price is \$1.00 each. The list, and the publications, may be ordered from the Civil Service Assembly, 1313 East 60th St., Chicago 37, Illinois.

THE NEED FOR NON-ACADEMIC EMPLOYEES WHO ARE LOYAL, CONTENTED, SECURE, AND EFFICIENT, IS GREAT in our colleges and universities. Donald E. Dickason in *An Outline of Nonacademic Personnel Administration* discusses ways of meeting this need. Mr. Dickason is Director of Nonacademic Personnel at the University of Illinois and Director of University Civil Service System of Illinois. The fifty-two page mimeographed booklet deals with nine administrative practices which can contribute to a successful employer-employee relationship on the campus: selection, compensation, consideration, participation, information, education, supervision, negotiation, and organization. The study may be bought for \$2.00 from Donald E. Dickason, 809 S. Wright St., Champaign, Illinois.

YOUR INSURANCE AT A GLANCE is shown in a personalized chart drawn up by the Times-Mirror Company of Los Angeles. The chart shows exactly what coverage you, as an individual employee, have under

The Times-Mirror Employee Benefits Programs. A detailed comparison is made in a table on the inside of the sheet, of Times-Mirror benefits and those provided by three other local newspapers. Paul W. Bell is Personnel Director.

INDUSTRIAL TRAINING ABSTRACTS in its autumn issue summarizes four articles from recent issues of the *Personnel Journal*. Material is grouped under the following headings: worker training; foreman and supervisory training; training methods and evaluation; training relations; special subjects training; and related personnel methods. This quarterly magazine is available from Personnel Research Center, Wayne University, Detroit 1, Michigan. Single copies are \$1.00.

THE CONFERENCE OR ROUND-TABLE AS A MEANS OF CONDUCTING A WAGE SURVEY is described in Circular No. 20 of the Industrial Relations Section, California Institute of Technology, Pasadena. *Conducting a Wage Survey by the Conference Method*, by Ramon A. Nelson and L. Robert Sorensen, outlines the advantages of making wage surveys in conference and tells how to plan the meeting, how to make the preliminary arrangements, how to conduct the meeting, and how to invite the participants. A sample job brief and rate sheet, and a sample tally sheet are on the back of the four-page leaflet. The sheet is punched for filing in a notebook.

RECENT STUDIES IN INDUSTRIAL COMMUNICATIONS are listed in Selected References for November. Sub-topics are: theoretical discussions; language in communications; general studies of company practices; and case studies. The list may be ordered from Industrial Relations Section, Princeton University, Princeton, N. J., for twenty cents.

A CONCENTRATED, SHORT-TERM PROGRAM FOR EXECUTIVES of ability who are

being prepared for positions of high administrative responsibility, is announced by Columbia University Graduate School of Business. Sessions will be held June 14-July 25; and August 16-September 26 at Arden House, according to the brochure, *1953 Executive Program In Business Administration*. A report on the 1952 sessions has recently been issued.

THE FULL USE OF ALL SOURCES OF SKILLED MANPOWER is the purpose of *Employment of the Physically Handicapped*, an Air Force Civilian Personnel Manual. The twenty-page booklet, punched for notebook filing, describes the Air Force experience, community relations, orienting responsible personnel, and recruiting handicapped workers. A bibliography is given and motion pictures are listed. The pamphlet, program supplement No. 14, is available from the Department of the Air Force, Washington 25, D. C.

THE THIRD MAN . . . GOVERNMENT . . . has been present for the past ten years at the collective bargaining table in addition to labor and management, according to an article in *Economic Intelligence* for November. The bulletin is published monthly by the Economic Research Department, Chamber of Commerce of the USA, Washington 6, D. C. Subscription rate is \$1.00 per year. "The Third Man" comes to the conclusion that "Perhaps the longest shadow cast by government's abortive attempts at wage stabilization is the stimulation of industry-wide bargaining. . . . The end result is a monopolistic wage policy determined by the largest employers in conjunction with the most powerful labor leaders."

EXECUTIVE DEVELOPMENT is the subject of the July-September *Business Information Sources*, the Bulletin of the Business Information Bureau of the Cleveland Public Library. Administrative behavior, the

executive at work, methods of executive development, development of financial, functional, specialized and retailing executives, and individual company programs, are among the topics covered. The section on development programs lists two articles from *Personnel Journal*. Copies are available at 10¢ from Miss Rose L. Vormelker, Head Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland 14, Ohio.

A SOUND HUMAN RELATIONS PROGRAM is a basic pre-requisite to cutting absenteeism, according to many of the 72 companies whose absentee control methods were studied in detail by the National Industrial Conference Board. The title of this new study is *Controls for Absenteeism, Studies in Personnel Policy*, No. 126. It was prepared by the Division of Personnel Administration, National Industrial Conference Board. Copies may be had from Bernard F. Herberick, Director News Department, National Industrial Conference Board, 247 Park Avenue, New York 12, N. Y.

THE BUREAU OF NATIONAL AFFAIRS, INC., has put out a series of surveys of BNA's Personnel Policies Forum. The titles of the eight surveys are: *Manpower Planning for the Emergency*; *Status of First-Line Supervisors*; *Is Management Listening?*; *Plant Labor-Management Committees*; *Recruiting College Graduates*; *Employees' Financial Problems*; *Christmas and Year-End Personnel Problems*; and *Foreman Training*. These comprehensive surveys are made by asking members of a specially selected, representative panel of industrial personnel men to outline their policies and procedures on some important aspect of the personnel problem each month. From these replies the Editors have tabulated and reported the prevailing practices in large and small plants, together with variations from the accepted way of doing things. BNA invited 160 personnel and industrial officials

to become members of the 1952 panel. In planning the invitations the Editors made sure that all sections of the country were represented, that a reasonable balance was maintained between large and small firms, and that panel members came from all types of companies. The material is attractively presented and legibly printed in the 8½ by 11, 17 page reports. They may be obtained from The Bureau of National Affairs, Inc., 1231 24th St., N.W., Washington 7, D. C.

THE DEPARTMENT OF LABOUR AND NATIONAL SERVICE, of the Commonwealth of Australia considers a problem typical of the times in an article, "Management Communication in an Expanding Company." The article, written by A. T. Chandler, Industrial Welfare Division, Department of Labour and National Service, is in the March issue of the Department's *Bulletin of Industrial Psychology and Personnel Practice*. Mr Chandler reports on the development of a plan of meetings and conferences in a company which grew from 100 to 350 employed workers within a few years. Management realized that it was losing close personal contact with the foreman and began to hold foreman's meetings to pass on general information. Later, to consult with foremen on production problems it was found helpful to hold production conferences for smaller groups. Mr. Chandler concludes that the study has two important implications for management; first that policy should be flexible in order to meet changing needs; and second that one device should not have to meet conflicting needs. The company studied used two communication methods to serve two definite purposes; and was therefore effective. Other articles in the issue are "Suggestion Schemes, A Summary of the Literature," by J. L. Holmes, Industrial Welfare Division, Department of Labour and National Service; "Joint Consultation, Case Study No. 3," by A. J. Wyndham and E. White,

of the same department; and "Factory-Wide Group Incentive Schemes," by M. Kangan, also of the Department. The Bulletin is available from the Secretary, Department of Labour and National Service, Box 2817AA, G.P.O. Melbourne, C. I., Australia.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD has two recent press releases of interest. The first, under the dateline June 9, is on *Executive Compensation*. A survey of 121 manufacturing companies showed that many have not been able to maintain executive take-home pay since World War II. High taxes rather than salary stabilization regulations are felt to be responsible for this failure. The second study, released June 19, deals with *Unemployment Insurance*. Reserves available for unemployment insurance benefits reached an all-time high of \$7.8 billion at the close of 1951. This would be enough to meet the average annual postwar cost rate for five and a half years. Some states could continue benefits for twenty years without additional contributions or interest. The studies may be ordered from Bernard R. Herberick, Director News Department, National Industrial Conference Board, Inc., 247 Park Ave., New York 17, N. Y.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT has published its 10th Annual Report, describing ten years of service and progress. It includes the council report, listings of officers and committees, meetings, library and information services and a financial report.

THE BRITISH INSTITUTE OF MANAGEMENT has been thoughtful enough to send us a clipping from their publication, *Management Abstracts*, that summarizes the article on "Effective Performance Rating" by Daniel R. Howe which appeared in the February PJ.

Just Looking, Thank You

How About a Two-Foot Shelf?

At lunch the other day a group of us fell to discussing: (1) What books would be most helpful to a man just starting in personnel work—for example, one just assuming the duties of personnel director in a unionized plant of some 200 people, and (2) What books an experienced personnel man would want to keep around him in his office or at home.

The assumption in either case was that the man is seriously interested in "going places" in his chosen line of work. Presumably he'd want books on the most important phases of his work as well as self-help and inspirational volumes.

Members of the group thought of several mighty helpful books off-hand, but then it seemed to us a good idea to put it up to *Personnel Journal* readers. You know Dr. Eliot's famous "Five Foot Shelf" of books, the reading of which is guaranteed to give any man the equivalent of a college education at the cost of just 15 minutes a day. What books would you include in a "Two-Foot Shelf" of works designed to make a personnel man more effective—a bigger and better personnel man?

Not to unduly influence anyone's choice but just as a matter of opinion, we think such a shelf of books should neither be made up entirely of our "classics" nor entirely of recent volumes. Personnel administration is comparatively new as a vocation and as an art, and our literature on the subject is taking notice of changing theory and practice. You realize that any "two-foot shelf" prepared today might be outdated six months hence. But what books would you take with you if you knew today you were going to be stranded—with your job, of course—in some inaccessible place for a year or two?

Readers are invited to send in their book lists and comments, the best of which we hope to find room for in an early issue. As an additional "incentive", we might even send copies of books reviewed recently in these pages to writers of the best two or three letters.

"Poor Richard" Started It

One of the most remarkable social and educational developments in Philadelphia in recent years is the Junto.

The Junto is called "America's Oldest and Largest School for Adults". The claim of seniority is based on the fact that it was founded by Benjamin Franklin in 1727. The claim of "largest" may be predicated both on enrollment and the number of courses offered—212 for the term that started last October.

"Poor Richard" would no more recognize today's Junto as a descendant of the one he started than he could believe that he established The Saturday Evening Post at the same period of his life. The modern version of the Junto, a non-profit organization, was born in 1941. It is still growing. This term sixty more classes than last term were scheduled.

Each class or course is given once a week for nine consecutive weeks. The majority are night courses, timed for 6:30 or 8:30, so that if a person is lucky enough to find that two courses he wants are to be given at the different hours the same evening he's tempted to take both. Each course is priced at \$5.

STARTED ON "SHOE STRING"

We knew the Junto "way back when". It was started in a very small way. The few courses offered were held in open areas and a few available small rooms in the old barn-like Mercantile Library building on 10th street. Chess players used to be chased

out of one room at 6 o'clock so that it could be readied for classes in contract bridge, or something. Now, the Junto occupies its own large building in the center of the city—and is outgrowing even these quarters!

Courses are as far apart alphabetically as "Advertising" and "Antiques" to "Writing Song Lyrics" and "Writer's Workshop". Among other courses: Arithmetic for Business, Business English, Conducting a Meeting, Human Relations, Personality for Business Girls, Personnel Management, Psychology of Emotions, Read Faster—Better, Slide Rule Use, Speaking for All Occasions, Training for the Job.

Franklin's original Junto idea was the self-education of a group of people having about the same standards, interests, and desire to improve their minds. Today's Junto can't operate that way, but it still remains non-professional and informal, still employs discussion methods as far as possible. Perhaps the outstanding feature of the organization is the employment of business people—of practitioners—rather than professional trained educators to conduct the classes.

OTHER JUNTOS NEEDED

If discussion of the Junto seems rather alien to this magazine, here's why we thought it might be interesting to readers. One of the measures of a personnel man's size—particularly those concerned with public relations—is the extent to which he identifies himself and his company with the community. Something like the Junto—not necessarily anywhere near as big as the Quaker City version—would be enthusiastically welcomed by many a community over the country. You don't have to be in the vicinity of colleges and college professors to have a Junto; in every community there are people who are qualified to lead a group toward better understanding and appreciation of their favorite subjects. All that's required is a spirited indi-

vidual, like the personnel director of the town's biggest business, to start the ball rolling.

Groups could meet at first in private homes, or in rooms provided by the personnel man's plant. Courses to be offered would be determined by the social level and interests of the probable participants. Perhaps at the beginning it would be, as in Franklin's day, a single group meeting every week at an appointed time and place for discussion and debate.

Juntos serve spiritual as well as educational and recreational needs. Would your community welcome one? Would you yourself, and your company, get satisfaction and derive worthwhile benefits from sponsoring one? It's worth thinking about.

Smith Shouldn't "Give Orders"

Remember the problem presented in our December issue, taken by permission from the McGraw-Hill book "How to Supervise People" by Alfred M. Cooper? It concerned Smith, who had been appointed assistant to Superintendent Brown. Three of five foremen accepted Smith with good grace; the other two did not like to take orders from Smith and tried to short-circuit him by going direct to Brown.

It's too early yet to have received your solution to this problem, if you sent one. But here's an answer from E. D. Brodie, who was sent the problem in advance of publication. Mr. Brodie is Vice President of Ralph N. Brodie Company, Inc., San Leandro, California. He says:

"When a company is immersed in the obsolete philosophy of management characterized by a quasi-military line organization, Smith-Brown problems are daily fare.

"Organizations which survive today's murderous costs and competition will do so by instruction, inspiration and leadership—not by issuing orders. Of course we live in a power society, but success in using power

depends partially on the manner in which it is acquired. Effective authority is extended from subordinates as well as conferred by superiors.

"If Smith does expert staff work he will gradually, inevitably find himself in a stronger line position than by attempted application of solely conferred power.

"This is the situation Brown must create in order to bring harmony and keep it. He should teach Smith that his job is not to transmit orders but to explain objectives and provide technical guidance. Brown's own actions must constitute a good example.

"Brown should explain to all the foremen the purpose of Smith's appointment—to relieve Brown of detail so that he might better serve the entire plant. The foremen should learn from Brown that by cooperating with Smith the work of the superintendent's office will be facilitated, which will in turn make their jobs easier. In this connection Brown should appeal to the desire to help which resides in good foremen.

"Smith must recognize that the foremen know certain things better than he and must demonstrate his respect for them despite his presumably superior technical qualifications. If he understands that his job is to serve the foremen by providing technical and/or organizational assistance, he will sell himself to and benefit the entire organization."

What Workers Think

A large-scale survey of rank-and-file steelworker opinion is given a good deal of space in the September Factory Management and Maintenance. The report is called, "What workers think now—about the steel strike: Was it worthwhile? About national union leaders: Are their tactics hurting labor? About industry-wide bargaining: Should it be prohibited?" This

is Factory's 12th survey of worker opinion and was made by the company's own research department. Interviews were conducted between August 4th and August 8th in 32 cities in 22 states. While the actual number of interviews is not given, the statement is made that "Size and substance is such that there is less than one chance in twenty of statistical error exceeding plus or minus 3 percent."

ABOUT THE STEEL STRIKE

Among things that factory workers think, based on their replies to a series of questions, these stand out:

Question: *On the whole, do you think the steel strike was worthwhile for the workers?* Only $\frac{1}{3}$ said yes. The majority think local bargaining would mean shorter strikes.

Question: *Do you think strikes would get settled sooner by having one big national negotiation, or if union locals bargained with individual Companies?* More than 50% said that bargaining should be by local unions, 28% said national unions, and 20% "don't know."

Question: *Would you like to have a Union Shop?* To this 33% said yes and 42% said no.

It's interesting that a large majority favor the principle of presidential seizure.

Question: *Do you believe we should have a law to permit the President to take over a company producing defense goods when it is threatened with a strike?* To this 59% said yes and only 25% no.

However, on the question of whether the President was justified in seizing the steel industry without a specific law, 46% said yes and 37% said no.

Among the more important findings was that workers' thinking has changed about the leaders of the company and the unions. Fewer think that union leaders are the only ones interested in them. Workers' opinions of the company heads are much more favorable.

ABOUT TAFT-HARTLEY

The majority still want changes or repeal of the Taft-Hartley Law.

Question: *Do you think the Taft-Hartley Law should be left unchanged, changed in spots, or repealed entirely?* 11% would leave it unchanged, 28% change in spots, 34% repeal, and 27% don't know.

Three of five union men still feel that some top labor leaders are hurting the unions.

Question: *Do you believe some national labor leaders have hurt unions by demanding too much, calling strikes, or other actions which people do not like?* 62% say yes, a drop from 68% in 1946.

Question: *Which union leader has hurt unions most in this way?* 48% say Lewis, against 60% in 1946. 17% name Murray, against 3% in 1946. This seems to indicate that Murray is being singled out for considerable increase in criticism.

ABOUT WORKING CONDITIONS

There were 7 questions dealing with working conditions in the company. All

of these showed more favorable responses this year than in either of the previous questionnaires of 1948 and 1944. For example—

Question: *Would you rate your company as good, average or poor on paying fair wages?* This year 59% rated the company as good compared with 50% in the two previous questionnaires. In the same way questions dealing with equipment, working conditions, steady work, handling grievances, union cooperation and promotions are all answered more favorably this year than in previous years. While this shift in opinion has not been dramatic, it is definite and has not gone backwards.

The results of this questionnaire are heartening for management but should do not give room for complacency.

In the same issue of *Factory Management and Maintenance*, Whiting Williams, well-known consultant in human relations who gathered his material at first hand from the workers, writes under the title "Top Union Leaders are Losing Touch With the Rank and File."

SITUATION WANTED

LABOR RELATIONS: 2½ years industrial experience in contract negotiations, grievances, arbitrations, NLRB proceedings, contract writing, Wage and Hour, Wage and Salary Administration, and Job Evaluation. Attorney. Master's Degree in Labor Law. Age 29. NYC resident. Will relocate and travel. Reply Box 206.

HELP WANTED

INDUSTRIAL RELATIONS: Large, growing Midwest industry wants top man, experienced this field. St. Louis area. Salary open. Our men know of this opening. Reply Box 198.

SITUATIONS WANTED

INDUSTRIAL RELATIONS: 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

PERSONNEL MANAGEMENT OR LABOR RELATIONS: Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

EXECUTIVE DEVELOPMENT: 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

LABOR RELATIONS EXECUTIVE: Ten years of broad experience in Labor Relations with large corporation; familiar with other branches of personnel work. Presently employed. Lawyer with A.B. and law degrees. Desire position with smaller progressive company. Reply Box 197.

INDUSTRIAL RELATIONS SUPERVISOR: Canadian. 3 years experience embracing contract negotiation, employment and placement, grievance processing, wage administration, personnel training programs. University graduate. Age 29. West preferred. Available February. Resume on request. Reply Box 199.

PERSONNEL DIRECTOR: Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

RECREATION DIRECTOR: 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

PERSONNEL ASSISTANT: Or responsible position involving employment and training. B.S. degree Industrial Relations, 3½ years in Industrial Personnel; 3 years Military Personnel experience; pre-War II diversified occupations, inc. sales. Age 36, married. Devoted to continual study and self-improvement. Desire challenge and opportunity in progressive firm. Resume at your request. Reply Box 202.

PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR: 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS: Ph.D. in industrial psychology, M.A. in personnel management. Twelve years' diversified experience in conduct and direction of industrial management research—job evaluation, attitude measurement, training aids, testing and selection, personnel records and procedures, etc. Many publications. Reply Box 204.

PERSONNEL ADMINISTRATION: Presently employed as Assistant to Director of Employee Relations of large industrial research Laboratory. Experienced in recruitment and placement of technical personnel, job evaluation, salary administration, merit rating, employee benefit plans, communications and personnel statistics. Age 35, college graduate. Wish to locate in the Southwest with small company or university placement office. Reply Box 205.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

See other advertisements on preceeding page.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 9

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EDWARD N. HAY, *Editor*
EILEEN AHERN, *Contributing Editor*
DORIS D. HAY, *Assistant Editor*
D. M. DRAIN, *Circulation Manager*

Conference Calendar

FEBRUARY

- 4-5 Minneapolis, University of Minnesota.
Industrial Relations Center. Fifth Annual Labor Conference Center for Continuation Study, U. of Minn., Minneapolis 14, Minn.
- 16-18 Chicago. Palmer House
American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N.Y.

MARCH

- 5-6 College Station, Texas
Agricultural & Mechanical College of Texas. Sixth Annual Management Engineering Conference. R. F. Bruckart, Conference Director. A & M College of Texas. Dept. Industrial Engineering, College Station, Texas.
- 12-13 St. Louis, Mo. Chase Hotel
Newspaper Personnel Relations Association. Annual Conference. Harold Bates, Sec'y. Burlington Free Press, Burlington, Vermont.
- 19 Cincinnati, Ohio. Netherland Plaza
National Industrial Conference Board, Inc. General Session. 247 Park Avenue, New York, N. Y.
- 31 New Haven, Conn. Yale University
Connecticut Personnel Association. Annual Conference. Mr. Harvey R. Bowman, President, % Dictaphone Corporation, Bridgeport 5, Conn.

APRIL

- 14-15 Minneapolis, Minn.
University of Minnesota. 11th Annual Industrial Relations Conference. Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 18-19 Houston, Texas. Shamrock Hotel
International Association of Personnel Women. Annual Conference. Viva Armstrong, Chairman Publicity, % California Packing Corp. 215 Fremont Street, San Francisco 19, Calif.
- 21-22 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. 29th Pacific Coast Management Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

YOUR POSSIBILITIES ARE UNLIMITED, says James F. Lincoln, President, Lincoln Electric Company, Cleveland. Much has been heard of the incentive bonus paid to all Lincoln employees. In an announcement at the end of the last year the company told of its 19th annual year-end incentive pay bonus, based on the company's productivity for the year. Sales per employee were \$35,600—largest in the company's history. The 1208 employees received a total bonus of \$5,131,810. It is easy to calculate the average amount per employee—something over \$4,000. And every employee got a substantial bonus except the president. In addition, the company set aside \$498,000 towards the purchase of retirement annuities.

I do not have a close enough familiarity with the actual situation to be able to evaluate this method of profit sharing. It must, however, be very effective. Mr. Lincoln himself says that it is "recognition of our abilities by contemporaries and ourselves." He believes that the free play of individual initiative and ambition produces results, and when results come the company shares them with the employees—as it has been doing for 16 years.

For many years I have been an advocate of profit sharing. Another recent announcement tells the story of another successful plan of sharing profits with employees. This is at Pitney-Bowes Inc., Stamford, Conn.

Good employee relations do not necessarily rest, however, on sharing profits. ARMCO is one of the few companies in the highly unionized steel business which has no union in its main plants. This appears to be due to the lack of need for a union, which in turn is based on the employee relations policy established by management and effective for many years. Re-

cently I was given a copy of "ARMCO Policies" by Charles Hook, Jr., Vice President, Personnel Administration, Chesapeake & Ohio Railroad Company. Charlie Hook is the son of one of the two men who have brought ARMCO to its present strong position. Charlie had read the article in *Personnel Journal* in the October 1952 issue by William Verity, called "Faith In Men". This was an exposition of the spirit behind the management attitude of ARMCO, embodied in the present statement of "ARMCO Policies". William Verity, the author, is related to the George N. Verity who was one of the founders and a leading spirit of ARMCO, of which he was President for about 30 years and Chairman for 20 more.

Bill Verity's story "Faith In Men" has attracted much comment from our readers. One letter was from Ernest D. Phelps, Training Director, Winchester Repeating Arms Company of New Haven. He writes;

"The October 1952 issue of *Personnel Journal* is now being routed through our Industrial Relations Department. In the comments of our people concerning this issue one article stands out head and shoulders above any that have appeared for a number of months for its stimulation and for its appeal to the highest goals to which we in Personnel Administration may aspire. I refer, of course, to William Verity's article on ARMCO, 'Faith in Men.'

"Thanks again for your constant effort to keep our feet on the ground but our eyes looking to the heights, to the worthwhile goals that we in Personnel Administration should continually seek."

Mr. Phelps liked the Verity article so much that he is having it reproduced for distribution to many of the key people in various line departments of the company.

Perhaps it is worth reproducing the 10 statements embodying the ARMCO policies.

Faith in Men
A Square Deal Always
A True Spirit of Co-operation
Pride in Accomplishment
Proper Incentives to Work
Best Possible Compensation
Opportunity for Advancement
Good Living Conditions
Fair Treatment of Customers
Highest Business Ethics

ARBITRARY RETIREMENT AT AGE 65 continues in question. Recently Joseph J. Morrow, Director of Personnel Relations for Pitney-Bowes Inc., Stamford, Conn., said, "A birthday is not sufficient reason for telling a man he is through." In his talk before the meeting last September of the American Management Association, Mr. Morrow stated the position of his company regarding retirement.

Many industries use complicated and expensive means of measuring the special abilities of job applicants, but will not take the time to re-examine the qualifications of the 65-year old employee. "Many of Pitney-Bowes' older workers who found the pace of incentive production work too taxing have been assigned to a special department where complex repair work is done", he said. "Here speed is a secondary requirement, while knowledge of our products and mechanical know-how are fully utilized. Some of our tool makers, well past the magical age, are still using a skill and knowledge born of long experience which we would find hard to duplicate. In modelmaking, instrument making—skilled jobs of all kinds—there are many opportunities to continue using the technical and mechanical ability of the older man when the physical demands of the job are not great." As part of a flexible policy, Pitney-Bowes has written into its retirement plan provisions for retaining

employees beyond the age of 65, and for pensioned early retirement of those whose physical condition makes holding down a job no longer advisable.

Mr. Morrow does not touch on the difference in the problem when retirement of executives is under consideration. Relaxation of the normal retirement age of 65 in executive ranks is almost always destructive of morale—a lowering of morale that is noticeable almost instantly. If continued as a regular policy it is certain to bring a progressive deterioration of upper management. Because of this difference in the upper and lower ranks, retirement becomes very difficult to administer satisfactorily. For maximum efficiency and economy it may be advisable to have a flexible retirement policy for non-supervisory employees, and one that enforces a rigid retirement date for middle and upper executives.

BECAUSE OF PERSONAL ASSOCIATIONS over the years it is particularly interesting to receive a communication from a reader in Nebraska. Walter F. Roberts, Director of Personnel for the Lincoln Telegraph and Telephone Company of Lincoln, wrote some weeks ago telling of his interest in *Personnel Journal*. He writes, "As a new member in the personnel field I have enjoyed *Personnel Journal* and feel that it has been helpful in my getting acquainted with this type of work." He asks for information on personnel associations in Nebraska. We regret that we do not know of any. None was listed in the annual "Directory of Local Personnel and Training Groups: 1952" printed in the November issue of American Management Association's *Personnel*. If any reader knows of a group in Nebraska, whether formally organized or not, he will, I am sure, communicate with Mr. Roberts.

THE BALTIMORE PERSONNEL ADMINISTRATION ASSOCIATION has received a notice

from H. D. Douglas, Manager, Industrial Services, Baltimore Association of Commerce, with which it is affiliated. This called attention to a recent but little known ruling by the Administrator of the Fair Labor Standards Act—the wage and hour law. The essence of this rule is that if an exempt employee was paid less than a full month's salary for any month in which he worked, he thereby was disqualified from the exempt provision and must be paid time and a half for hours in excess of 40 for the week. Not only that, but all other employees to whom this policy could be applied likewise lose their exempt status. This rule apparently has been in effect some time, because as far back as last March a concerted protest was made to the Administrator by representatives of about 25 national associations and large employers. It's tough enough getting out the work, maintaining sales volume, financing operations and keeping employees happy—without having to keep up with the vagaries of an assortment of bureaucrats on top of that.

WE READ MUCH ABOUT COMMUNISTS and communist supervisors among our own people. I have often thought that people like this are essentially warped personalities. In particular, those with paranoid attitudes form a large bulk. They are people whose upbringing and life experience have developed in them numerous delusions, all sorts of hatreds, and strong feelings of persecution. The so-called inferiority complex is one manifestation of this attitude. It is unfortunate that often the principal outcome of these attitudes is aggressive behavior. And often unconscious desire to "get even" with society for its shabby treatment of himself causes a person to steal confidential information and give it to Russian and other communist agents. By the same token, much aggressive behavior which we notice every day is inspired by these paranoid attitudes. While a

certain form of aggressiveness is desirable in business, that based on paranoid attitudes is generally unwholesome and produces unsatisfactory results.

A SALARY AND WAGE SURVEY made in the Los Angeles area by the Merchants and Manufacturers Association of that city was issued under date of August 1952. This is one of the better surveys which has come to my attention. Most important, it contains a list of every rate (at \$5.00 per month or 1¢ per hour intervals) with the number of male and female employees at each such rate. This permits the user of the survey to arrange his data in any way he desires. In addition, for each job is given the number of participating companies, the number of employees, the weighted average rate, the median rate and the first and third quartiles. All jobs are accompanied by a concise description. The descriptions are rather sharply and clearly worded so that there is not much "fuzz". This is shown in another way by calculating the ratio between the rate of the 90th percentile and that of the 10th percentile. I have checked four jobs somewhat at random, but including two of the most common—stenographer and bookkeeping machine operator. The average "spread" of these four jobs is 1.44. This is well within the 1.5 range recommended by Harker in his article, "Making Sense Out of Salary Surveys", which appeared in *Personnel Journal* for September 1952.

There were 300 participating firms and over 75,000 individual employee rates. The total number of persons employed by participating firms was 334,000. There were 41 office and technical classifications surveyed, and 34 from factory and shop. Copies of the survey may be obtained from the Research Department, Merchants and Manufacturers Association, 725 S. Spring Street, Los Angeles 14, Calif. The survey is not free, but the cost is not indicated. This

excellent survey should serve as a model for good survey methods.

OUR PRINTER DOES A GOOD JOB but once in a while even he is at fault. Recently we had a letter from William C. St. Clair, Assistant to Vice President and General Manager, Bell Telephone Co. of Penna. Mr. St. Clair returned his copy of *Personnel Journal* which contained a number of pages on which appeared no printing. He said, "Thought you might be interested in seeing this issue. There are a number of pages that leave one very blank". We appreciate Mr. St. Clair's tactful way of calling our attention to the error and of course hurried a fresh copy to him by return mail—making sure it contained nothing that would be likely to leave him with a blank feeling!

MANPOWER MANAGEMENT is published by General Foods Corporation, Department for Personnel Administration, at 250 Park Avenue, New York 17, N. Y. Ed Walsh, Director of Personnel Administration for the company, was kind enough to send me the November 1952 issue which celebrates the 2-year anniversary of publication of this original and unusual publication. This issue is 24 pages and paper cover, size 6 x 9 inches, and it looks very nice indeed with black ink and with many cuts and cover in brown ink. On the editorial page appear a few paragraphs under the heading "Celebrate With Us". "Back in November 1950, when we put our very first issue to press, we felt pretty uncertain. We were launching a new idea—new to G.F. and new to business in general. We were pioneering in an unexplored field. . . . We are still pioneering.

"Reviewing our history, we recall that only a few issues had rolled off the press when we began to be recognized. National magazines such as *Factory Management and Maintenance*, *Business Week*, and *Personnel Journal* brought M.M. to the at-

tention of their readers. . . . So, celebrate our second anniversary with us."

GOING BROKE ON \$10,000. A YEAR is the not-very-funny title of an article which appeared in Harper's Magazine not long ago. In it Jay Taylor said, "It was big money 20 years ago, but the man with a five-figure income in 1952 comes out at the end of the year with a deficit." If you make \$10,000. a year your boss thinks that's a lot of money—because it *was* when he was your age. The salaried man is definitely "in the middle" nowadays. He has to live as befits his position and income, but he can't afford to. And his taxes take such a big bite that, between these two horses, he isn't much better off than he was when he was much lower on the promotion ladder.

There is no doubt at all of the seriousness of the plight in which the salaried man finds himself these days in the bracket a little either side of \$10,000.

LABOR UNIONS HAVE UNQUESTIONABLY BEEN A GREAT FORCE FOR GOOD in the economic scene. They have done much for the working man. There are many things that unions do, however, that are intolerable. As this is being written both New York and Philadelphia are in the throes of a management-union struggle in transportation. Boss Quill is strutting the stage in both cities—simultaneously. In each case the situation is the same; he is demanding wage negotiations on contracts that were solemnly signed and that he and his union agreed to leave undisturbed for a given period of time, the date of which has not yet arrived. In each case Mr. Quill announces in no uncertain terms that he is going to take the law into his own hands. In the face of all this, the CIO *News* for September 29, 1952 has a piece called "Here's What's Wrong With T-H and How It's Curbed Labor". In the issue of November 17 the *News*, in similar vein, sobbed

"Thanks to T-H, Two-Thirds of Workers are Still Unorganized". There still seems to be an attitude on the part of some union organizers that it is the function of government to compel employers to become unionized. As was so truly said in the last campaign, and as applied most especially to unions, "We never had it so good." Let us hope they will never have it so good again—in the one-sided way in which labor law was written and administered. *Personnel Journal* is by no means anti-union, but unfair labor laws and contract-breaking union leaders should be put in their place—the ash can.

WHILE WE'RE TALKING ABOUT UNIONS, there was an article on December 4th in the New York Times headed "Sound Unions Found Factor in Profits". This was developed from a report by the "National Planning Association"—just who are they, and what is behind them? The National Planning Association in its tenth case study on successful union-management relations reports that they find eight elements common to all successful union-management relations. Number 3 says, "Union is strong, responsible and democratic." I especially approve of that statement and I commend it to all union leaders.

While we're at it, I have no brief for management which does not feel itself obligated to play the game with the same respect for fairness, decency and the inviolability of contract as is asked of unions.

BELL AIRCRAFT CORPORATION OF BUFFALO has tried a new stunt in recruiting workers. Recently they ran a series of newspaper ads, together with radio and TV announcements, saying that if applicants for certain jobs would telephone the company an interviewer would go direct to the home. The cost of one week's operation of this scheme was around \$1,000. but the company says if it procures no more than

10 new workers the result will be worth the money.

THE GENERAL ELECTRIC COMMENTATOR, addressed to all G.E. employees by the Employee and Plant Community Relations Department, New York City, had an interesting 4-page statement dated August 22, 1952 with a heading "Are You for Freedom or Force—Voluntary or Compulsory Unionism?" This was a review of the company's views on compulsory unionism. Without meaning to seem trivial, it reminds me of one of the stories about Calvin Coolidge when he was President. One day he went to church alone and when he returned Mrs. Coolidge said to him, "What was the subject of the sermon this morning?" Coolidge replied in his usual laconic manner, "Sin".

"Well, what did he say about it?" persisted Mrs. Coolidge.

"He was against it."

You can gather from the inference that G.E. is against compulsory unionism, a title they prefer to the more usual one of the union shop. The bulletin is a well reasoned statement in 12 paragraphs expressing the company's attitude.

A student at the University of Notre Dame writes, "*Personnel Journal* is one of the fine magazines that can be found in the library at our University. . . . You probably do not realize what a tremendous help it has been to me in my studies. . . . In my small voice I would like to congratulate you on a job well done."

NEBRASKA, THE STATE OF OPPORTUNITY, was the title to Section 10 of the Sunday New York Times for October 5th. It contained many advertisements of Nebraska companies, among which was one by Roberts Dairy Company of Omaha and other cities in that state and Iowa. The ad offered for sale for 85 cents a book called, "A Rational Route to Peace and Prosperity

in our Time" and said that it was published "through the cooperation of labor and management". Profits from the sale of the book go into a welfare fund controlled by the Union, to be used for the benefit of Roberts Dairy Company employees. The material is mostly a compilation of advertisements run in newspapers over a four-year period and mostly written by the Company President, James G. Roberts. It is an unusual instance of Union-Management cooperation. I am always interested in what comes out of Nebraska. I spent several of my best young years in Dawes County, Nebraska.

NEW ENGLAND DOES MANY THINGS, as the name suggests. Not long ago we carried an article which told how one manager improved the feeling and understanding among his employees by talking to each and every one of them and giving information about the company. The Boston Daily Globe for July 19 carried a similar story about how Curtis Hutchins, when he became president of the Bangor & Aroostook Railroad, in 1949, carried out his desire to meet personally every one of the company's 1600 employees. Here is how the Globe tells the story:

"The B. & A. president has gone about the task of getting acquainted systematically. Once or twice a month he has been inviting different groups of about 40 employees to meet with him. Each such gathering gives more B. & A. employees an opportunity to "meet the president." Two get-togethers are being held this week and the number of employees who will have met the boss will pass the 800 mark.

For the employees the gatherings mean a day's outing on company time. Their transportation to the railroad's offices in Bangor is provided. They arrive in the morning, shake hands with the president, and sit down and chat with him about the railroad and its problems. They have a chance to inspect the general offices. At

noon they have luncheon with the president at a local club. In the afternoon they are free to seek their own amusement in the city."

One of the complaints about modern big business is that it is impersonal, that there is a curtain of red tape between the boss and employees. Mr. Hutchins has found a way to take down the curtain.

RECENTLY I WAS DISCUSSING with a friend the requirements for success in management consulting work, which occupies most of my time. We agreed that three things are fundamental. The first of these is character, the second is capacity to do good work, and the third is salesmanship or the ability to get new business and develop the business you have. As we talked around the subject we saw that these are the requirements of success not only in consulting but in almost any business.

DO YOU EVER ARGUE with your wife? Who doesn't, on occasion? But my wife and I have found a gimmick which takes most of the sting out of it. If either of us makes a strong statement that strikes the other as incorrect, we have a standard response. Before the argument gets hot, one of us says, "Bet you \$100.". This puts the question face up on the table. There is nothing to do but accept the bet or decline it. In the first case, argument stops and proof is looked for. In the second case, you have no ground to stand on. The balance has seesawed with us for several years. At one time I was \$600 in the hole; now it's only \$250. I pulled myself up with one good stroke of luck recently when my wife in an overconfident mood upped the bet to \$150—and lost! Try this with your wife, but don't get too far in the hole or she may demand a payoff.

Ned Hay

When a foreman knows what characteristics his people consider *most desirable* in a foreman, and what descriptive phrases his people actually *apply to him*, he knows in what ways he must try to improve his attitude and methods. This is the second of a series of outstanding articles, the first of which appeared last October, which will be combined in a single reprint upon its conclusion.

Multiple Comparison Training

BY EUGENE EMERSON JENNINGS
Assistant Professor of Industry,
University of Pennsylvania, Philadelphia

Foremen face a difficult but important task in attempting to gain support and cooperation from workers. Their problem was less acute years ago when workers were held in tight rein by domineering foremen. Authority was absolute and foremen relied on fear and force to secure cooperation. Workers were completely dependent upon foremen for satisfaction of wants and needs.

Today the foreman-worker relationship is reversed. Foremen now depend to a great extent upon workers' fairness, whims, or emotional desires for their personal success. Fear and force only invite trouble. Although their authority is drastically restricted, that which remains can not be displayed openly. Working *with* rather than *for* is the essence of cooperation, and gaining it from labor is the test of effective foremanship.

GIVES PERSONAL, FACTUAL BASIS FOR FOREMEN'S TRAINING

To meet this test successfully, foremanship training in human relations is fast becoming popular in industry. Generally these programs emphasize a friendly, understanding and personal approach to workers' problems. Because foremen-worker relations are always delicate, human relations training generates considerable enthusiasm among foremen. However, much of the enthusiasm soon wears off and, in many cases, lasting improvement in performance is lacking.

Many foremanship training programs fail to produce lasting benefit because foremen are expected to use material which is not pertinent to and descriptive of their actual needs. For example, in discussing aspects of desirable foremanship, management's and foremen's viewpoints are generally discussed carefully. On the

other hand, workers' opinions of desirable foremanship are given only casual attention. The benefits of one-sided training soon disappear because foremen realize that, in the final analysis, workers make or break them.

WORKERS THEMSELVES BROUGHT INTO THE PICTURE

Three years ago several plants became dissatisfied with the kind of program referred to and determined to find better material for training foremen. They believed that workers' ideas of desirable foremanship would provide good training material.

Five hundred workers were asked individually to describe several outstanding traits or practices of their immediate foremen. After similar and identical responses were weeded out, thirty workers randomly selected from a group who did not participate previously were asked to classify each item as (1) generally descriptive of foremen, (2) doubtful, or (3) generally not descriptive of foremen. Fifty-one items were agreed upon by all thirty workers as most descriptive of foremen in general.

The next problem was to determine which of these characteristics were generally most desirable in foremen. "Desirable" was defined as meaning they gain workers' support and cooperation. A group of two hundred workers who did not participate in previous studies were asked to indicate on a nine-point scale the degree each item was generally desirable in foremen. The scale used "nine" as least desirable and "one" as most desirable. The average rating for each item was computed and averages below "five" were arbitrarily assumed to indicate *more* desirable foremanship—averages above "five", *less* desirable.

WHAT WORKERS WANT IN THEIR FOREMEN

Of fifty-one items which workers believed best describe foremen in general, twenty-three were found indicative of desirable foremanship. Some of these were:

- He is sure of himself.
- He is easy to talk to.
- He can take criticism.
- He will go to bat for us.
- He gives clear-cut instructions.
- He tries to be fair to everyone.
- He understands the workers' problems.
- He is cool and calm most of the time.
- He tells me what he thinks of my work.

All twenty-three items were arranged in questionnaire form and will be referred to hereafter as the Jennings Supervisory Analysis.

The Jennings Supervisory Analysis is composed of twenty-three characteristics usually considered desirable in foremen. The Analysis does not, however, indicate which of these characteristics are *more* desirable than others. This tends to vary among plants and between workers and foremen within a plant.

The Analysis when administered to workers and foremen of a plant is useful for

determining not only the more *desirable* characteristics, but also those which best *describe the actual behavior* of these foremen. Comparison is provided between what is *actual* (most descriptive of foremen) and what is *ideal* (most desirable in foremen) from both workers' and foremen's viewpoints. These multiple, or four-way, comparisons serve to establish definite goals for guiding foremanship training in a particular plant.

PROGRAM BASED ON FINDINGS MORE HELPFUL

The Jennings Supervisory Analysis was administered to 2,000 workers and sixty foremen in a large mid-western plant. The results analyzed by multiple comparison served as the bases for a nine-month training program. Participation was encouraged by means of case studies and examples obtained from foremen through "experience" sessions which determined (1) how, when and under what conditions the results are applicable and (2) the proper *attitudes* necessary to make them effective.

One advantage of multiple comparison training is that foremen attach considerable weight to the training material because it represents their workers' opinions. Foremen as a group can "pin-point" exactly what workers believe best describes them. When compared with what workers believe most desirable, a definite guide develops for improving performance. Also, light is focused on differences in viewpoints between foremen and workers, which encourages self-development. Then too, giving emphasis to workers' viewpoints makes foremen sensitive to workers' problems and prepares the way for understanding. Finally, individual results, available for each foreman to compare with group results, assure that individual needs are not overlooked.

Sometimes it's the *impression* an employee makes that causes resentment, rather than anything actually said or done. It may help to deal with facts and impressions separately. This article tells how and why.

The Importance of Impressions

BY EARL P. JOHNSON

Personnel Assistant Manager
Frederick & Nelson, Seattle

"But, what you are saying isn't true; I didn't do it!" How many times have you had some such response when you had occasion to correct an employee? When you tell her what she's done wrong she may be genuinely surprised, because she hadn't realized how she might impress others.

For example, you find it necessary to talk to Mrs. Smith about a complaint from Mrs. Green about the former's constant rudeness over the telephone. When you tell Mrs. Smith of the complaint, you get an immediate denial that she is ever rude to anyone.

You have a positive contradiction and, as you were not there when the incident happened, you do not know the facts first hand. However, you are certain in your own mind that each person is sincere in her statements.

BRING OUT THE KNOWN FACTS IN THE SITUATION

How is it possible to reconcile these two opposite points of view, and yet have Mrs. Smith leave the interview willing to do her best to improve? We have found that one of the best ways is to identify the facts and the impressions in a given situation, and to separate them in so far as possible. Some of the facts in the above case are:

1. Mrs. Smith did telephone Mrs. Green frequently in the course of her work.
2. Mrs. Green did register a complaint about Mrs. Smith's rudeness.
3. Mrs. Smith is sincere in her own mind that she was never rude to anyone.

The key to the solution of this problem is the *impression* which Mrs. Green has that Mrs. Smith was rude to her. This is the way Mrs. Green felt, and it was her understanding of Mrs. Smith's attitude.

Now, in dealing with Mrs. Smith, it is obvious that you cannot insist that she was rude. All you can rightfully do is to point out that something in her manner,

voice, presentation or attitude gave Mrs. Green the impression that Mrs. Smith was being rude.

When you present the situation to Mrs. Smith as an *impression* rather than a fact, she can accept the suggestion that Mrs. Green might have a misunderstanding of her intent and attitude. You can then begin to work with Mrs. Smith on what it was that she did that caused the wrong impression. Immediately, the contradiction as to whether or not she was rude is eliminated, and you are able to make progress in analyzing causes and setting up suggestions for their elimination. This also permits Mrs. Smith a means of "saving face" by thinking in her own mind that she was not rude but, possibly, she could have been misunderstood.

You are also able to work with Mrs. Green by explaining that Mrs. Smith was not intentionally rude, and that you are certain that she now understands that she may have given an erroneous impression. Mrs. Green can accept the situation on these terms, although she could not if she believed that there was intent on Mrs. Smith's part.

IMPRESSIONS MADE CANNOT BE DENIED

Many corrective interviews fail to achieve their purpose, and many a "Mrs. Smith" leaves the interview convinced that she was right and you wrong, simply because there is never a meeting of minds on the facts. This is tragic, because those elements in "Mrs. Smith's" makeup which are causing the problem are never analyzed and corrected, and she continues to give erroneous impressions to her fellow workers.

If, on the other hand, you talk in terms of impressions which your "Mrs. Smith" is making on other people, then you face a much more receptive person. There can be no denial that such an impression was made, since the impression is something created entirely in the mind of the other person. That is what you must deal with rather than whether or not "Mrs. Smith" was rude.

Most people are generous in excusing others if there is the slightest chance of a misunderstanding. And it can generally be said that people do not intentionally fail in their relationships with their fellow men. Usually, their failures are caused by their ignorance of the impressions they are creating. Impressions, then, are vital in human relationships and should be well understood and used by us who have to correct other people.

One way to get a person—child or adult—to “play along” with you is to let him choose between two alternatives, either of which will be acceptable to you. How this sound psychological principle was put to good use in dealing with a union that claimed violation of contract is told.

Strategy in Union Negotiations

BY BERNARD H. FITZPATRICK, Esq.
Attorney, New York City

My phone rang, and I picked it up. It was Ed, our Treasurer. After the usual amenities he said, “Say, can’t we cut down to a four-day week if we want to?” I replied, “I dunno, Ed. What brings that up?” As legal adviser to the company, I was pretty sure I knew but I wanted a briefing in what was going on and what company officers thought about it before giving any final judgment.

“Well”, said Ed, “It’s this way. Our sales have fallen off and we’re piling up too much inventory.” (That worries Ed as the company’s treasurer). “So we determined three weeks ago to cut our main plant work week from five days to four days. The older employees started to grumble and put the bee on the union to insist that production cutbacks be accomplished by laying off junior employees instead of by operating on a four-day work week. The union has made a grievance of it and wants to bring us to arbitration on the question. Now, the way I see it, it’s our prerogative to schedule the work, and they can’t take us to arbitration on it, can they?”

LAY-OFF OF JUNIOR EMPLOYEES WOULD HAVE DISRUPTED PLANT

For the benefit of the reader, let me explain why Ed was so concerned about the choice of cutback method. He resented the selfish attitude of the older employees who, in order to avoid a relatively small hardship for thousands, were willing to inflict a major hardship on others. But, while he did not like the normal consequences of a layoff, his major objection was that a layoff would cause serious operational difficulties. The company sold over three hundred different products of which somewhat more than half were manufactured in the main plant, each in a small non-integrated department. The seniority system was plant-wide, so that a layoff would require retraining of a substantial part of the work force.

“What argument is the union using?” I asked.

"Well", replied Ed, "they say that the company agreed to a standard work-week clause calling for forty hours". (Reads clause) "If any change is to be made it must be done in consultation with the union."

"Have you got a management rights clause in the contract?", I asked.

"No."

"Well, Ed, they can force you to arbitrate the issue, although I don't think they'll be successful in the arbitration."

"But isn't that such a clear right of management that they can't even take us to arbitration? I don't like them to get the idea that they can take us to arbitration on these management matters."

"No, it isn't so clear under your form of contract. How do you stand now on the retrenchment program?"

"Well," said Ed, "we'll get our inventory down where we want it in about two more four-day weeks."

"I'd say that the inventory overage of two days' production is not as important as keeping that issue out of arbitration. Your contract is a weak one on that point."

"I agree with you," replied Ed.

"Go back to the union," I said, "and tell them that you are resuming five-day operation next week. Give no explanation, and let me know whether they withdraw the grievance. There is a small possibility, you know, that if an arbitration goes haywire you'll be stuck for back pay for the senior employees."

"O.K.," responded Ed, "I'll try that and see what happens."

After a lapse of a few days Ed called again; "That deal went off all right. The union withdrew the grievance."

"Good," I said. "When we negotiate this contract next November you'll have to come over and negotiate a good management rights clause into it."

"Well", said Ed, "I'll be glad to come over, but how much payroll are you going to give me for bargaining?"

"What d'ya mean?", I replied.

"Look, mister", Ed said, "you've had this contract for nine years. It never had a management rights clause. You don't think I can get the union to agree to such a clause unless I give them something like a nickel an hour, do you?"

"That's a thought", I said. "But your experience under the contract as written has not been bad. Why stir up a hornet's nest now?"

"But this is an important matter. What'll we do?" Ed asked.

"Let's see now. You have two days overproduction left from the cancellation of your short-week program. Could you find three days more for me so that you could, without serious effects, shut the plant for an entire week?"

"Yes, our sales are still off".

"All right, put your secretary on the line and I'll dictate a letter to the union. Send it next week".

Here's the letter:

Gentlemen:

We are still greatly concerned about the lag in our sales. Previously, when we curtailed our production to a four-day week, you claimed that our procedure violated the contract. Although we do not agree with your claim, nevertheless we are anxious to avoid even a doubt in the minds of our employees that we are not complying with the contract terms. We now inform you that, in order to prevent overproduction, we plan to close the plant for the week of . This will, of course, clearly not violate the forty hour standard work week clause and should be unobjectionable. Please let us know if there is any objection on your part.

Ed called about two weeks later. He wanted my approval of the following notice:

"By arrangement with (The union) the plant will, until further notice, operate on a four-day schedule, Monday through Thursday. The Company will return to a five-day week as soon as practicable."

"O.K.," I said, "you'll not be needing me in November."

"I guess not", he said.

About The Authors

Dr. Eugene E. Jennings. This is another in a series of articles by Dr. Jennings who is at present Assistant Professor of Commerce at the University of Pennsylvania. He was formerly at the University of Wisconsin.

Earl P. Johnson has been engaged in public welfare and personnel work since his graduation from the University of Nebraska in 1934. He holds a Masters degree in public welfare administration from the University of Chicago. Previous to his coming to Frederick and Nelson, he was personnel and labor relations director for the Commercial Iron Works, Portland, Ore. He is past president of both the Portland and Seattle Chapters of the Pacific Northwest Personnel Management Association and in 1953 will be their general Conference Chairman.

Bernard H. Fitzpatrick was trained in the law, which he has applied chiefly in labor relations and personnel. His degrees are from Fordham University. After a number of years practicing law, specializing in labor relations, he became Industrial Relations Director of the Commerce and Industry Association of New York. In September 1949 we published an article by him on Job Evaluation.

Robert J. Koch, Office Manager, Michigan Hospital Service, Detroit, has been associated with this organization for 11 years. His present duties include being responsible for company-wide procedure, coordination, analysis, development and control, directing supervisory and employee training, job analysis and evaluation, forms control and communication. Mr. Koch has taught principles of office management at Wayne University for the past 3 years. He is a graduate of the University of Notre Dame.

Cecil J. Mullins has his BA and MA from the University of Houston. He expects to take his PhD there in June. He worked as vocational and educational counselor at the University of Houston for 2 years and as Acting Director of the Reading Clinic for 1 year. He is at present an instructor in the Psychology department and research associate at the Houston Speech and Hearing Center.

Harley W. Mowry is a candidate for the PhD in business and industrial psychology at the University of Houston. He holds degrees in personnel, management, and psychology from the University of Texas and the University of Houston. He has had several years experience in industrial and college personnel work.

A huge and rapidly expanding organization, venturing into a new field of public service, urgently required men of administrative capacity. How Blue Cross—Blue Shield went about developing such men from within their own ranks is here told by one who had a part in the program.

Executive Development Program

By ROBERT J. KOCH, Office Manager
Michigan Hospital Service, Detroit.

For the first time in the short history of Blue Cross and Blue Shield, a practical course of study for executives of both plans was developed last year.

The past ten years found Blue Cross and Blue Shield growing more rapidly than anticipated. Already the plans protect over 42 million people in the United States against the costs of hospital and surgical-medical costs. Understudies for key executive positions, the development of junior executives, and the build-up of a reserve of administrative personnel is a must for any expanding organization, including Blue Cross and Blue Shield. The few pioneers in the business, for the most part, are still active, yet men must be trained to fill their positions when necessity arises. Each year new plans are being formed and the problems of staffing these plans with capable leaders is important.

EMERGENCY SITUATION MADE ACTION IMPERATIVE

Districts VII and VIII of Blue Cross—Blue Shield, which comprise the plans in Illinois, Indiana, Ohio and Michigan, were recently hard-hit by the illness of a few of their top executives. There was no one to step into their offices and assume responsibility. Something needed to be done, and quickly. These two districts of Blue Cross and Blue Shield serve close to nine million people.

Ralph Jordan, Executive Director of the Columbus, Ohio, Blue Cross Plan, and president of the two districts, appointed a committee of eight to investigate the possibilities of the development of personnel for key executive positions. Guy W. Spring, Executive Director of Indianapolis Blue Cross, was appointed chairman of the committee. Other members included approximately two men from each of the four states.

The Educational Committee first met in mid 1951. Three primary objectives were set forth. These were:

1. To broaden the perspective of present Blue Cross—Blue Shield executives.
2. To train personnel for key executive positions.
3. To stimulate training and development within the Blue Cross—Blue Shield Plans.

Then the big questions were: What institution is capable of handling the assignment? Where do you get help with a training program? One logical answer—a university—was almost lost in its simplicity. The decision was to investigate the Colleges and Universities in the four states, present the problem, and perhaps find a solution together.

In all, more than ten universities in the area were consulted. Most seemed willing to help. Yet it was not easy to find a university that could offer courses in the philosophy, spirit, theory, and operation of Blue Cross and Blue Shield. The University of Michigan at Ann Arbor was finally chosen. Sub-committees, which included faculty members and Blue Cross—Blue Shield people, were appointed to deal with hospital relations, sales, office management, and economics.

HOSPITAL SERVICE PEOPLE SERVED ON "FACULTY"

When the program began to take shape, four basic courses of study emerged. These were:

First, *Actuarial Principles of Prepayment Plans*. This course presented the basic concepts of risk and its transfer through insurance and pre-payment plans. It included a study of underwriting principles and of elementary rate-making and reserves. The whole broad field of disability insurance as related to hospitalization, medical and surgical plans was considered.

Second, *Health Economics*. A study of the general background of social and economic changes in American life and their relation to the development of modern medical care, public health services and preventive medicine. It included a detailed study of methods of measuring health needs, social and economic factors influencing health, ways and means of distributing medical services, standards and possible abuses of service, costs of hospital and medical care and the methods of meeting them.

Third, *Management Principles and Relations*. This course centered on fundamental phases of personnel administration. It dealt first with the appraisal and development of key people. It then progressed to administrative leadership. Causes of behavior in specific problem cases were explored, and clinical handling of this type of analysis was illustrated. Finally, the course presented some interviewing and conference skills needed for effective leadership and for the correction of problem situations.

Fourth, *Accounting for Management Control*. The aim of this course was to train administrators to use the accounting systems of their respective Plans with maximum effectiveness. It included a study of the fundamental methods of accounting

at an administrative level, including the accrual idea, control of volume, charting of accounts and development and use of the accounting system in rate making.

COURSE LENGTHENED TO INCLUDE WORKSHOP FEATURES

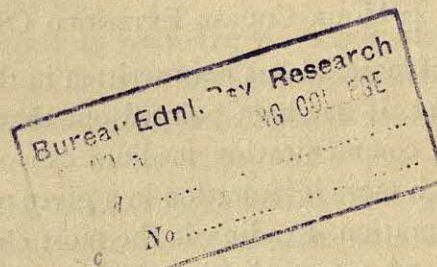
Early consideration was given to the time element. Professor Carl H. Fischer, program director for the University, suggested the training sessions be given for a ten-day period in each of two years. Reading assignments and follow-through of the class sessions to be continuous. This was agreeable.

But some application of Blue Cross—Blue Shield theory was wanted while the men were still at the University. To accomplish this, the University agreed to give courses during the mornings and have prominent Blue Cross—Blue Shield leaders use the afternoons for lectures and workshops. This, of course, required an alteration in the time element. Six weeks (three weeks each year) were then allotted for the program over the same two-year period.

Special textbooks were prepared by faculty members who were to participate in the program. These texts, combined with note-books for each course, gave the men something to review.

Fifty "students" took the program last summer, from August 4 to the 23rd. Most of the students were from area VII and VIII, but classes included observers from Blue Cross—Blue Shield Plans throughout the country. Present plans call for this year's sessions to correspond with last year's dates.

Students were assigned to comfortable living quarters in one of the modern dormitories for men. The Business Administration building on the University campus was used for classes.



Reading which is necessary in the course of his work is one of the most important—and time-consuming—activities of many executives. It follows that if executives can be helped to read faster, with better comprehension, they'll be more valuable to their companies.

21 Top Executives Learn to Read 216 % Faster

BY CECIL J. MULLINS AND HARLEY W. MOWRY, III
University of Houston, Houston, Texas

The 17-week reading program outlined was evaluated in terms of dollars and cents saved by the company. It developed that an annual saving of over \$40,000 was effected, if we appraise the value from the standpoint that the group of executives had a set amount of reading to do each day (estimated at an average of 2 hours per person at the beginning of the course) and if we assume that the group spent the time saved in business activities other than reading.

If we take another tack and assume that these people had more reading to do than they could handle at the beginning of the program, and that after the training they still read an average of two hours daily, then the saving to the company was more than \$100,000 annually. This should be an argument strong enough to convince the most ardent doubter of the place of reading improvement in industry.

43-HOUR COURSE EXTENDED OVER 17 WEEKS

A great deal of material has been written in the past several years on the benefits of rapid reading. It has been pointed out that efficient reading has certain advantages no other communication medium can offer. An efficient reader, for example, can get much more information in a given period of time than from any radio or television presentation. Reading is the most efficient means of assembling data, of doing research, of communicating. This applies whether the reading is done solely for personal gain or whether it is done on the job, as part of the duties of an executive.

This reading improvement program was conducted by the University of Houston Reading Clinic, then under the acting directorship of Mr. C. J. Mullins, at the Texas City plant of Monsanto Chemical Company. The program was a complete,

long-term project (43 hours), beginning on March 3, 1952, and ending 17 weeks later, on June 26. Twenty-one top executives were officially enrolled. The usual problem of getting so many key men assembled at one time was met by dividing the course into two parts: a lecture period once a week to present the fundamentals of efficient reading, and staggered supervised, practice periods twice a week to convert knowledge of fundamentals into effective habits.

All 21 members were to meet as a group after work hours each Monday evening for lecture sessions. This meeting, under the guidance of Mr. Mullins, heard lectures on efficient reading and viewed the Harvard Reading Films. About 10 minutes of each group session were devoted to tachistoscopic training.

FILMS SUPPLEMENTED LECTURE AND PRACTICE PERIODS

In addition, each trainee was scheduled to report twice a week for a practice session with Mr. Mowry, who remained at the plant during the entire day each Tuesday and Thursday. It was planned that each member of the group spend one hour at each of the two weekly practice sessions. This was not always possible because of the demands of their regular duties. Sometimes the people could stay only for thirty minutes—sometimes an hour and a half. The average was about an hour. Schedules were prepared with the executives twice a week and arranged so that as few as possible would come in for practice at any one time. This allowed as much individual attention as possible to each executive and took as few key men as possible away from their jobs at any given time.

Group meetings: The Harvard Reading Films were shown in order, one film per week. These films are specially devised reading improvement aids, with the speed of reading gradually increasing. Each film was shown twice, first with the projector set on silent speed, and then with the projector reset on sound speed (50% faster). After each showing, the group took the comprehension check for the film just shown. No time was allotted to discussion of questions, as it was believed that other activities in this period were more valuable.

The Keystone Overhead Projector, with the Keystone Flashmeter, was used as a tachistoscopic training device. The material used, prepared on special slides, consisted of words and phrases taken directly from samples of the business reading of these executives.

The rest of each group meeting was taken up with lectures on efficient reading, and with questions and answers on the reading process generally and individual problems specifically.

Practice meetings. The practice meetings provided opportunity for practice on the Science Research Associates (SRA) Reading Accelerator, a device utilizing a moving shutter for controlling speed of reading. Special exercises were designed to give practice in the different phases of efficient reading, such as selection, vocalization, skimming, etc.

At the beginning of the course, trainees were asked to bring in simple materials, such as *Reader's Digest* or easily read novels. Shortly after the half-way mark, however, they were urged to bring in materials representative of their on-the-job reading, to insure transfer of the skills learned into their occupational reading. Also, as the course moved along, more effort was made to practice each individual member on the phase of reading which seemed to offer him most difficulty.

PROGRESS OF EXECUTIVE "STUDENTS" MEASURED WEEKLY

A testing device was needed which would provide at least two (preferably more) comparable testing situations to measure progress at different times during the program. The test must not be subject to the usual failing of standardized reading tests—to wit, that of including the time for answering the questions in the general reading time. It must give a score in words per minute.

The testing device which seemed to meet these qualifications most thoroughly was the group of SRA Reading Progress Checks. These checks come in different levels of difficulty. Level 2 was used in this program, inasmuch as this level is low enough in difficulty to measure the poorest readers in most groups, but high enough, in terms of interest, to measure the best readers. These progress checks were administered, whenever possible, once each week, in one of the practice sessions.

The problem of comprehension related to speed was solved by a measure which, it is believed, is original with Mr. Mullins. A measure which was called an "index of efficiency," or simply "index," was computed by multiplying words per minute by the percentage of comprehension. This gives a fairly close measure of *comprehended* words per minute, or speed of comprehension. Thus, a person reading at a rate of 200 words per minute with 100% comprehension would actually be absorbing about the same amount of material as another person reading at a rate of 400 words per minute with 50% comprehension. This measure gives a figure by which progress is more exactly comparable between different speeds and different levels of comprehension.

The group began with an average reading speed of 257 words per minute. Average comprehension was 73.5%. Thus, the average index (words per minute x percentage of comprehension) was 188.9. At the highest peak of improvement, one week before the end of the course, the group average reading speed was 811 words per minute. Average comprehension was 75.5%. The average index was 612.5. Improvement over the starting point was 216% in terms of words per minute, 2% in terms of comprehension, and 224% in terms of efficiency index. To state this another way, using the index only, the reading efficiency of the group, at its peak of improvement, was 3.24 times the starting rate.

Of the 21 executives enrolled in the program, the only ones who did not reach at least 100% improvement in both words per minute and index were three men who had to miss more than half of the total program.

Strong Personnel Associations in many sections of this country and Canada are doing much to raise the sights of personnel people and increase their stature. Annual meetings often highlight the year's activities. This is an on-the-spot report of one such meeting.

Pacific-Northwest Personnel Conference

BY DORIS D. HAY

"Unfinished Business" was the topic of the recent conference of the Pacific Northwest Personnel Management Association conference at Victoria, B. C. A great deal of thought had gone into the planning of sessions. "Loose Ends" was the descriptive title of the six simultaneous problem clinics, which were repeated so that members could attend different sessions. I noticed that many people went back for more of the same lively discussion instead of wandering around sampling.

Among clinic leaders were two women, Miss J. Meryl Campbell of the B. C. Civil Service Commission, and Miss Cecelia Burt of Hudson's Bay Company, whose clinic dealt with training problems. Industrial relations problems were discussed under the chairmanship of W. C. Fulweiler, Secretary, Flour, Feed and Cereal Employers Association. Neil K. Smith, Assistant Vice-President Seattle First National Bank, was the leader on job analysis and evaluation. Incentives and welfare were discussed under C. W. Voris, Washington State College. Communications and public relations were covered in the group led by R. S. Leighton, of Frederick and Nelson.

Nancy Hodges, Member of the B. C. Legislative Assembly, who writes a column for the Victoria Daily Times, was an admirable luncheon speaker. She called attention to the great need for further planning by business for employment opportunities for minority groups, and for study leading to annual wage plans, and work or adequate pensions for older people.

Two sessions were devoted to the Personnel Department. The editor of *Personnel Journal* described an ideal set-up for a personnel department. At a later session he also participated in a panel discussion on the cost of personnel activities. E. D. Macphree of the University of British Columbia and J. C. Hewson of Stevenson and Kellogg took part too.

"Shop-talk" was the title of the Saturday morning session. This was a most

unusual and successful one. Six ten-minute reports on "What's new in my company" made up an unusually interesting hour. Mr. Rudolph Elmer of Handcrest, Inc., Seattle, Washington, told of his company's growth. A special feature of his manufacturing business is that while all his employees are blind, the business is conducted not as a charity but on a competitive basis. The employee recreation program at the Hyster Company of Portland, Oregon, includes rifle shooting. A rifle range has just been built by employee volunteers, including engineers and carpenters, but the majority without any special building skills. Wives and children of employees may use the range at specified times. The Jantzen Company of Portland is working on improving employee understanding of problems faced by management. The annual report is sent to each employee. This is a complete statement of the company's affairs, and also tells of hopes for the future. Discussion and questions are encouraged. Parties and picnics for workers are plentiful. A recent success was a style show. Whenever a party is given, members of the board of directors as well as all executives are invited and usually attend. How a department store carries out its policy of promotion from within was told by Earl P. Johnson of Frederick and Nelson, Seattle. A personnel inventory is kept of each employee. Committees discuss each person's progress. People are then classified as (1) Promotable (2) Needing further training (in which case training is arranged for) (3) Satisfactory on the job, but not ready for advancement. A color chart shows the situation in each department. J. D. Mullin of Pacific Telephone and Telegraph Company told briefly how his company finds out what their executives think about their jobs. A questionnaire was made up of 120 pre-tested questions. This was answered anonymously, with comments requested. After the survey, interviews were conducted to make sure the answers were truly representative. How the Boeing Airplane Company helps employees keep their finances in order was outlined. A petty cash fund, administered by the personnel department, is used to help out in emergencies requiring a moderate amount of money. For large necessary expenditures where savings are insufficient, the company credit union takes over. In extreme cases where an employee is deep in debt and lacks the experience or back-ground to do his own planning, a budget plan is worked out with him, and payments to debtors are allocated.

High-light of the conference was Larry Appley's dinner speech which brought the audience to its feet applauding. His main thesis was the future probabilities for personnel men. Competitive survival in the future will depend on the competence of management to increase individual productivity of workers. Good personnel administration will lead to success in this. Greater care must be taken in dealings with employees through every stage of their relationship with the organization, he said.

A number of wives had come along to enjoy the beautiful city of Victoria, and the entertainment provided for them by the women's committee. Quite a few attended working sessions with their husbands.

BOOKS

Reviewed by EILEEN AHERN

PERSONNEL INTERVIEWING. By James D. Weinland and Margaret V. Gross. New York. The Ronald Press Co. \$6.00.

It is some time since we have had a book-length publication on personnel interviewing. Still very useful, of course, are Bingham's "How To Interview", and the American Management Association's Research Report No. 9, "Manual of Employment Interviewing", by Drake. Less well-known in the personnel field, unfortunately, is Annette Garrett's "Interviewing—Its Principles and Methods".

Recent developments in research and various applied fields have added to the store of knowledge about interviewing—for example, the non-directive, group, board, and stress interviews. So this new book is welcome because it presents up-to-the-minute material on interviewing in our own field. Mr. Weinland is Professor of Business Psychology at New York University, and Miss Gross was formerly Assistant to the Personnel Manager at Phillips-Jones Corporation. Their collaboration in this book has resulted in good integration of theory and practice. The authors evaluate the various interviewing procedures in accordance with management's purposes in using them, or considering their use in certain situations.

WOMAN AT WORK: THE AUTOBIOGRAPHY OF MARY ANDERSON. As told to Mary Winslow. University of Minnesota Press, Minneapolis. \$3.50.

This is the story of a remarkable woman whose life has been devoted to the betterment of working conditions for wo-

men. Mary Anderson was director of the Women's Bureau of the U. S. Department of Labor for twenty-five years, from its inception until her retirement in 1944. Her autobiography encompasses almost every movement in this country, and international efforts as well, for the benefit of women workers. This story will be new to younger personnel executives, and for the old-timers it will throw many major events of the last quarter century into interesting perspective.

Through Mary Winslow, who had a part in many of the same movements, Miss Anderson tells her story—a typical American success story of opportunity and hard work. She came to America from Sweden at sixteen and her first years here were spent as a domestic, an exploited factory hand, and a trade union organizer. Miss Anderson describes the long and bitter struggles for unionization of the garment, shoe, and other industries in Chicago, and achievements that came after. She tells of her career in the federal service and her efforts to bring about better employment standards for women, including equal pay for equal work—a principle now widely endorsed but still highly controversial as a legislative issue. (Thirteen states now have laws prohibiting discrimination in pay on the basis of sex alone.)

All this material of course is included in other books relating our economic and labor history. But it comes alive in this book, tied up as it is with one person's pioneering efforts. Other personalities involved in these events are described and appraised with perception.

INDUSTRIAL PRODUCTIVITY: AN ECONOMIC AND SOCIAL ANALYSIS. Edited by L. Reed Tripp. Madison, Wisc. Industrial Relations Research Association. 224 pages, \$3.00.

It looks now as though the Wage Stabilization Board has abandoned the idea of coming out with a formula for raising wages on the basis of "productivity". But now that the subject has caused so much argument, the productivity issue will remain a factor in wage bargaining. For this reason we call attention to this publication which was noted briefly once before in *Personnel Journal*.

It is a collection of 12 studies of different aspects of industrial productivity by men who know something about it. First, Hiram S. Davis of the Wharton School of Finance and Commerce discusses the fundamental problem of what the term "productivity" stands for and the difficulties of measuring it. Before production can be achieved, much besides labor is necessary—for example, equipment and facilities, materials, managerial skill and money invested. Mr. Tripp, in the final chapter, cites methods which have been used to measure productivity in individual plants and to single out the factors responsible.

Other chapters and their authors include: "Trade Union Activities and their

Effect upon Productivity," by Solomon Barkin of CIO's Textile Workers Union; "Factors Affecting Interplant Differences in Productivity," by Samuel Thompson of the Bureau of Labor Statistics, "Management Techniques for Stimulating Productivity," by Joseph M. Juran of New York University, and "Research, Technology, and Productivity," by Yale Brozen of Northwestern University.

HOW ARBITRATION WORKS. By Frank Elkouri. Washington, D. C. The Bureau of National Affairs Inc. \$5.50.

This book will be interesting and helpful to many in business and industry. It is not written in a manner which would make it suitable for a broader audience. It also falls somewhat short of what a specialist in arbitration would like to see, for it emphasizes the legalistic aspects—a feature that is not an essential characteristic of arbitration, especially labor arbitration.

Besides describing arbitration tribunals and the way they operate, the selection of arbitrators by the parties, and such matters, the author has culled from published awards evidences of standards used by arbitrators in deciding certain types of issues, or evidences of trends in decisions on specific issues.

Other Recent Books

READINGS IN EXPERIMENTAL INDUSTRIAL PSYCHOLOGY. By Milton L. Blum. New York: Prentice-Hall, Inc. \$6.35.

This reprinting of over sixty articles and excerpts from monographs is designed primarily to be used for supplementary reading in a course in industrial psychology. The major emphasis is placed on the experimental nature of industrial psychology and the importance of gathering objective data.

The book is divided into five parts which deal with (1) personnel problems, such as employee selection and training; (2) human relations, interpreted broadly to include motivation, labor-management problems and the effects of music on production; (3) engineering psychology, or human problems related to machine design; (4) research dealing with consumer preferences and advertising problems; and (5) new ideas in industrial psychology, such

as the Flesch reading ease formula and the forced-choice method of rating.

No attempt has been made to cover all the subjects that could have been included in each part of the book. The articles are rather illustrative of the best type of psychological research that is being done in industrial psychology. Some of the articles describe experiments with negative results. This points up the fact that it may be very significant that a given theory or hypothesis did not work out in actual practice. It is interesting to note the number of contributions that have to do with work in the armed forces. Professor Blum hopes that it will encourage the offering of courses in experimental industrial psychology to have assigned readings available in this convenient form.

At first glance it might seem that this book would be more useful in a classroom than on the bookshelf in a personnel office. Certainly no one industrial psychologist is asked to deal with all the types of problems presented here. Perhaps, however, this is the real value of the book to the personnel worker—to broaden his vision of the role of the psychologist in business and industry. The articles are interesting and meaty and no one can browse through the book without getting some new ideas. A careful reading would serve as a refresher course in experimental industrial psychology.

Some of the articles may suggest experimental methods and procedures to those considering research projects. Others may wish to repeat the experiments, perhaps with local modifications, to see whether the same results would be obtained in their particular company. If you are printing a new application blank, studying the differences between satisfied and dissatisfied workers, or evaluating a proposed advertising program, this book may help you to gather objective data to deal with the problem experimentally.

Eugene E. Jennings

HOW TO SUCCEED IN BUSINESS WITHOUT REALLY TRYING. By Shepherd Mead. Simon and Shuster, New York, 1952. 148 pages. \$2.50.

Few, if any, business executives have mastered all the dastardly tricks and artful dodges that are so lucidly explained in this "Dastard's Guide to Fame and Fortune". But every businessman at times has used variations of some of them, and will be vastly amused at this exposure by an expert of what goes on in junior and senior executive circles. "Exactly how Thistlewaite got ahead!", you'll chuckle to yourself time and again. Most of the fun in reading this book will be in putting various "Thistlewaites" you have known into their respective slots.

For example, who hasn't known a terrific memo writer? "You will soon learn," says the author, "that the heart, the very lifeblood of modern business is the interoffice memo. If you're a good man with a memo you have small cause to worry. The memo, like the meeting, is concerned only incidentally with its apparent subject. The main object of the memo is to *impress the people who read it*. The neophyte can be spotted quickly. He comes right out and states his business. Since very few problems can't be covered in a paragraph or two, the reader is finished with it rapidly, and the whole point of the memo is lost. A good man can expand the simplest subject into three or four closely written pages, during the course of which he can inject sympathetic understanding, wit and a few well-chosen anecdotes. Those who read it will see that he not only has a complete grasp of the subject and of the entire industry, but that he is a capital fellow, and is somehow slightly above the whole thing".

The author goes on to say that the waste in memos is staggering, and gives a sure-fire way to get memos read. "Address them to the highest officer who might be even remotely connected with the subject"

—and send copies to all those you're trying to impress. These people will have to read it on the chance that Biggely *might* possibly read it and refer to it. This makes it unnecessary to route the original copy to Mr. Biggely himself.

We wouldn't think of recommending some allegedly funny books about business and business shenanigans, which are so ridiculous as to be only rather embarrassing. This one we do heartily recommend. The author, a vice president of a large advertising agency, Benton & Bowles of New York City, knows whereof he writes and writes well.

EXECUTIVE SUITE. By Cameron Hawley. Houghton Mifflin Co. with Ballantine Books Inc., Boston, 1952, Published simultaneously as a hard-bound book at \$3.00, and in a pocket-size paper-covered Dolphin edition of 346 pages, at 35¢.

Here is a book that, while it entertains and relaxes as any good novel should, at the same time will give personnel people more insight. It's an absorbing story of five top executives and what they feel and think and do when the company president dies suddenly without having indicated his choice of a successor. Each of the five, at least in his own mind, momentarily becomes the most logical candidate for the high office which only one can win.

It is evident that the author knows business and business people. He should, because until quite recently he was a high executive with a large manufacturer. But it is evident, too, that he knows how to write—an activity which must have demanded every spare minute he could find for it, judging by his output of almost two hundred radio and television plays, and of movie scripts, and stories in many leading magazines, including the Saturday Evening Post.

Some business novels—we're thinking of *The Hucksters*—are overdrawn, exaggerated almost to the point of nausea.

This one seems to us true to life. Yet it is full of dramatic incident and action. We think you'll enjoy it.

PSYCHOLOGY IN INDUSTRY. By J. Stanley Gray. McGraw-Hill Book Company. New York, 1952. 401 pages. \$5.00.

This might be called a typical textbook. But it is one that places more emphasis than most on the factual and practical rather than the theoretical. Mr. Gray is a Professor of Psychology at the University of Georgia.

Among chapters that should be most useful to personnel people is one of three by Dr. Karl C. Garrison, on morale. This tells several ways to determine the state of employees' morale, what workers need for good morale, and how to build toward satisfaction of these needs.

The publisher points out that the volume discusses "many topics not usually covered in books of this nature." So the reader will be less surprised to find, in a book on psychology, so much attention given to work methods, to economy of motion, and to the work of Frederick Taylor and Frank Gilbreth along this line. Twenty-eight pages about nutrition and rest—mostly nutrition—seems like plenty, too.

Considering the book's broad scope, perhaps one could hardly expect every subject to be treated satisfactorily to experts in particular fields. Disappointment may be expressed, for example, with the chapter on wages and job evaluation without detracting greatly from the book as a whole. That chapter seems neither quite sound nor practical, and reveals lack of understanding of some evaluation methods.

To the working personnel person, such a comprehensive text as this may be more valuable for what it suggests than for what it teaches. It does suggest broad avenues that personnel directors could well explore if looking for ways to make themselves more valuable to their companies.

In Perspective

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

CREATING AN INDUSTRIAL CIVILIZATION. Edited by Eugene Staley. New York: Harper & Bros. 1952.

Reviewed by F. E. Verdin in *Management Review*, October 1952

by Eileen Ahern in *PERSONNEL JOURNAL*, November 1952

by Charles W. Coulter in the *Annals of the American Academy of Political and Social Science*, November 1952

COMPULSORY LABOR ARBITRATION IN FRANCE, 1936-1939. By Joel Colton. New York: King's Crown Press, 1951.

Reviewed by Henry W. Ehrmann in the *Annals of the American Academy of Political and Social Science*, March 1952

by Adolf Sturmthal in *Industrial and Labor Relations Review*, October 1952
in *Labor Law Journal*, October 1951

FOREMAN TRAINING IN A GROWING ENTERPRISE. By A. Zaleznik. Boston: Harvard Univ. Press. 1951

Reviewed by Willison H. Form in the *American Sociological Review*, April 1952

by James W. Tower in *PERSONNEL JOURNAL*, July-August 1952

by Phil. N. Scheid in *Management Review*, July 1952

GOVERNMENT AND COLLECTIVE BARGAINING. By Fred Witney. Phila.: J. B. Lippincott, 1951

Reviewed in *Labor Law Journal*, July 1952

by Boris Stern in *Monthly Labor Review*, October 1951

by Murray Edelman in the *Annals of the American Academy of Political and Social Science*, November 1951

HUMAN FACTORS IN MANAGEMENT. Edited by Schuyler Dean Hoslett. New York: Harper & Bros. 1951 Revised Ed.

Reviewed by Everett Reimer in *Public Administration Review*, Summer 1952
in *Labor Law Journal*, October 1952

HUMAN RELATIONS IN SUPERVISION. By Willard E. Parker and Robert L. Kleemeir. New York: McGraw-Hill 1952

Reviewed in *Supervision*, March 1952

by Roy V. Colbert in *Personnel Administration*, May 1952

by Frederick J. Bell in *Management Review*, June 1952

by Everett Reimer in *Public Administration Review*, Summer 1952
in *Human Organization*, Summer 1952

JOINT CONSULTATION IN BRITISH INDUSTRY. National Institute of Industrial Psychology. London: Staples Press, 1952

Reviewed by A. K. Rice in *Human Relations*, Vol. 5 #2 1952

in PERSONNEL JOURNAL, November 1952

by H. H. Carey in *Management Review*, November 1952

THE LABOR PROBLEM IN THE PUBLIC SERVICE. By Morton Robert Godine. Cambridge, Mass.: Harvard University Press, 1951

Reviewed by Sterling D. Spero in the *Annals of the American Academy of Political and Social Science*, November 1951

by H. A. Clegg in *Economic Journal*, June 1952

THE MAN ON THE ASSEMBLY LINE. By Charles R. Walker and Robert H. Guest. New Haven: Yale University Press, 1952

Reviewed in *Human Organization*, Spring 1952

in PERSONNEL JOURNAL, October 1952

by Herbert J. Lahne in the *Annals of the American Academy of Political and Social Science*, November 1952

PRINCIPLES OF HUMAN RELATIONS APPLIED TO MANAGEMENT. By Norman P. Maier. New York: John Wiley & Co. 1952

Reviewed in *Supervision*, August 1952

by Ordway Tead in PERSONNEL JOURNAL, October 1952

by Harry Ober in *Monthly Labor Review*, October 1952

by Robert N. McMurry in the *Annals of the American Academy of Political and Social Science*, November 1952

PSYCHOLOGY AND THE INDUSTRIAL WORKER. By E. G. Chambers. Cambridge Univ. Press. 1951

Reviewed by Frank J. Harris in *Personnel Psychology*, Autumn 1952

by Robert N. Wilson in *Industrial and Labor Relations Review*, October 1952

by Elizabeth Livingstone in *Psychology at Work*, November 1951

READINGS IN PERSONNEL ADMINISTRATION. By Paul Pigors and Charles A. Myers. New York: McGraw-Hill. 1952

Reviewed by Eileen Ahern in PERSONNEL JOURNAL, June 1952

by L. W. Vaughan in *Personnel Administration*, July 1952

by Marvin Bower in *Management Review*, August 1952

by Robert B. Kamm in *Personnel and Guidance Journal*, November 1952

SUCCESSFUL EMPLOYEE BENEFIT PLANS. By the Editorial Staff of Prentice-Hall. New York: Prentice-Hall. 1952

Reviewed by Jack C. Staehle in *Management Review*, August 1952

in *Modern Industry*, September 15, 1952

by Eileen Ahern in PERSONNEL JOURNAL, November 1952

MANPOWER RESOURCES AND UTILIZATION. By A. J. Jaffe and Charles D. Stewart. New York: John Wiley and Sons Inc. 1951

Reviewed by Aura-Lee Ageton in *Public Personnel Review*, January 1952
by Gladys L. Palmer in *Monthly Labor Review*, December 1951

PRINCIPLES OF INDUSTRIAL MANAGEMENT. By L. P. Alford, Revised and Rewritten by H. Russell Beatty. New York: Ronald Press Co. 1951

Reviewed by E. H. Koenig in *Advanced Management*, October 1951
in *Supervision*, January 1952

READINGS IN LABOR ECONOMICS AND INDUSTRIAL RELATIONS. Edited by Joseph Shister. New York: J. B. Lippincott, 1951.

Reviewed by Jack Barbash in *Labor and Nation*, Winter 1951
by Florence Peterson in *American Economic Review*, December 1951
by Peter Seitz in the *Industrial and Labor Relations Review*, October 1951

THE U.A.W. AND WALTER REUTHER. By Irving Howe and B. J. Widick. New York: Random House, 1949.

Reviewed by Saul Wallen in *Industrial and Labor Relations Review*, October 1950.
by Wellington Roe in the *Saturday Review of Literature*, December 24, 1949.
in the *Monthly Labor Review*, October 1949.
in the *New Yorker*, September 17, 1949.
in the *American Mercury*, October 1949.
by John R. Coleman in *Mechanical Engineering*, April 1950.
by Paul K. Hutt in the *American Sociological Review*, February 1950.

WHAT'S AHEAD FOR AMERICAN BUSINESS. By Sumner H. Slichter. New York: Little, Brown and Co. 1951.

Reviewed by John Perry Miller in the *Yale Review*, Autumn, 1951.
in *Modern Industry*, May 15, 1951.

HERITAGE OF CONFLICT: LABOR RELATIONS IN THE NON-FERROUS METAL INDUSTRY. By Vernon H. Jensen. Ithaca: Cornell University Press, 1950. 495 pages.

Reviewed by Van D. Kennedy in *Industrial and Labor Relations Review*, January 1951.
by William S. Hopkins in *American Economic Review*, December 1950.

THE FUTURE OF DEMOCRATIC CAPITALISM. By Thurman W. Arnold and others. Philadelphia: University of Pennsylvania Press. 1950. 1112 pages.

Reviewed by Ewan Clague in *Monthly Labor Review*, October 1950.
by Walter Adams in the *Annals of the American Academy of Political and Social Science*, January 1951.

Personnel Research

Pre-Testing Saves Training Costs. By Calvin W. Taylor. University of Utah. *Personnel Psychology*, Vol. 5, No. 3, Autumn, 1952, 213-239.

The subjects in this study were soldiers during World War II who were sent to Ordnance School to take a 12-week automotive mechanics course. The course was divided into three four-week phases, each of which prepared the students for the next more advanced type of mechanical work.

Since many students arrived at the school with considerable background and experience as auto mechanics, it was decided to develop a screening test battery that would identify those who could bypass the first four-weeks (Phase 1) and successfully pursue the balance (Phases 2 and 3) of the training course. An experimental battery of 15 tests was tried out and a final selection of five screening tests was made. The five screening tests were: an experience check list, a multiple-choice paper and pencil test, a film strip test, and two performance tests. The film strip test proved to be more valid than any other type in the experimental battery. Various methods of scoring performance tasks were tried and the results clearly favored accuracy over speed scores.

The second part of the study was a skipping experiment in which the 60 highest scoring and the 60 lowest scoring soldiers on the tests in the final battery were permitted to by-pass the first phase of training. The results showed that the entire high-scoring group succeeded in the last eight weeks of training. They were significantly more successful than the control-skipped group, although most of the low-scoring group also achieved minimum success in the last two phases.

A follow-up study was made to determine the effectiveness of the final battery

in personnel cost accounting terms. After the battery of five tests was installed officially, 178 out of 807 students were allowed to skip the first four weeks of training during a six months period. Once again the skipped students achieved significantly higher final average grades than the typical students who took the complete 12 weeks course. A saving of training time of 4,984 man days or 13.7 man years was brought about at this one school by the use of the final screening tests for the half-year period. The results suggest that lower cut-off scores might have been used, thus increasing the number identified for skipping.

As the studies progressed the reaction of the instructors became more and more favorable. The testing program was a good way to start the course because it gave the men objective evidence of their strong and weak points. It was good for the morale of the qualified students to be allowed to skip, since these students then became challenged rather than bored by the course.

The group tests and the performance tests used in the study are described in considerable detail. Careful tables of means, standard deviations, and critical ratios are presented by the author to support his conclusions.

How Supervise? Scores Before and After Courses in Psychology. By Frederic R. Wickert, Michigan State College. *Journal of Applied Psychology*, Vol. 36, No. 6, December, 1952, 388-392.

Four groups of students at Michigan State College, each group at a successively more advanced level of training with respect to knowledge of human relations principles, were given the File-Remmers test *How Supervise?* before and after each of four successively more advanced courses in psychology.

A previous study by Karn had re-

ported that 108 college students showed a gain in scores when tested before and after a course in psychology, and that a control group of 104 college students did not gain significantly when tested before and after a course in English literature. The present study was designed to supplement Karn's work and to test the validity of *How Supervise?*

The results indicated that gains in mean scores for the four groups corresponded closely to the amount of human relations training believed to have been included in each of the four psychology courses. If it is accepted that the courses in psychology were teaching the attitudes and understandings that enter into good human relations, then the results may be taken to show some validity for *How Supervise?* as a test of such attitudes and understandings.

A Neglected Concept in the Study of Job Satisfaction. By Joseph Weitz, Life Insurance Agency Management Association, Hartford, Conn. *Personnel Psychology*, Vol. 5, No. 3, Autumn, 1952, 201-205.

This paper discusses the problem of the relation between job satisfaction and general satisfaction. A worker's stated sources of job dissatisfaction are more meaningful if we can get some idea about how generally dissatisfied he is with everyday life. It is no doubt true that some individuals gripe more than others, and the number of dissatisfactions he mentions in connection with his job should be studied in relation to some "gripe index" of the individual.

The author devised a simple test of General Satisfaction consisting of 22 items. The subject is asked to check the appropriate column to indicate whether he is satisfied, dissatisfied or neutral toward such items as "telephone service," "the city in which you live," "automobile prices," "the school your child is attending," "our foreign policy," and "your last boss."

The reliability of the test was studied by the split-half method, and a correlation of .75, corrected by the Spearman-Brown formula, is reported. When the number of general dissatisfactions checked was correlated with the number of specific job dissatisfactions the correlation was found to be .39.

The author is continuing his study and hopes to validate the test against the criterion of job termination or quitting. He is presenting his findings at this time in the hope that others will use such a test of general satisfaction in different groups and relate it to job satisfaction and job behavior.

The Relationship between the Predictive Power of Aptitude Tests for Trainability and for Job Proficiency. By C. W. Brown and E. E. Ghiselli, University of California. *Journal of Applied Psychology*, Vol. 36, No. 6, December, 1952, 370-372.

Not enough attention has been paid to whether the types of abilities important in learning the skills and knowledges required for a job are the same as those that are important for performance after these skills and abilities have been acquired. Can measures in one of these areas (learning, or job proficiency) be used to predict success in the other area?

The writers of this report have developed a file of investigations conducted in the United States since 1919 relative to the validity of tests. From this file it was possible for them to obtain a summary of the findings concerning the validity a particular type of test has for a particular occupation either with respect to training or with respect to job proficiency. 127 pairs of validity coefficients were available. The coefficient of correlation between training and job proficiency was found to be .17, and indicates that there is only a slight tendency for a test that proves useful in predicting trainability also to be useful in predicting job proficiency.

Across the Editor's Desk

With the Local Personnel Associations

THE PERSONNEL MANAGEMENT COUNCIL of *Syracuse, New York*, announces the following officers for 1953: President, Earl N. Hurd, Camillus Cutlery Company; Vice President, John E. Heselden, New York State Publishers Association; Secretary-Treasurer, S. J. Ciciarelle, Manufacturers Association of Syracuse.

THE PERSONNEL ADMINISTRATION ASSOCIATION of *Baltimore* heard a report presented by the American Telephone and Telegraph Company at their December meeting. The report was on "Management Attitudes" and is the result of an extensive study made by the company.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION gave members a Christmas party with nothing to improve members' minds, no experts, and no intelligent questions . . . just a good time. It was a refreshing holiday meeting.

THE PERSONNEL MANAGER'S ASSOCIATION of *Ithaca, New York*, listened to Professor Paul Gordon discuss his research in "Hospital Personnel Administration" recently. Officers elected for 1952-'53 were Charles Dolan, chairman; Harold Palmer, vice chairman; and Mort Curchin, secretary.

THE KENTUCKY SOCIETY OF TRAINING DIRECTORS announces their officers for 1952-53. Cloyd S. Steinmetz, Reynolds Metals Company, is President. Vice President is M. A. Hiller, International Harvester Company. J. Manczyk, Joseph E. Seagram and Sons, is the Treasurer.

THE PITTSBURGH PERSONNEL ASSOCIATION puts out a mimeographed newsletter which lists members, gives personals, and

reports on meetings. There are even some want ads in this useful letter. "What's New in Personnel Work" was the subject for the November meeting. The speaker was H. H. Anderson, Vice President, General Motors Corporation.

THE MONTREAL PERSONNEL ASSOCIATION met on December 15th. H. J. Clawson, Director of Industrial Relations, Crane Limited spoke on "Union Shop."

THE NEWSPAPER PERSONNEL RELATIONS ASSOCIATION issues the NPRA News. The headlines in this mimeographed sheet read like real newspaper headlines: "Burlington Free Press Finds Opinion Survey Encouraging, Significant;" and "Research Launched, St. Louis Conference Program Jelled, as Executive Board Labors in Fall Meet." Officers of the Association are Stewart Hooker, of the Philadelphia Inquirer, President; J. C. Rumble, Louisville Courier-Journal, Vice President; and Harold S. Bates, Burlington Free Press, Secretary.

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION considered "Industrial Safety" at their November meeting. The speaker was E. J. Meyers, Assistant Manager, Safety and Fire Protection, E. I. du Pont de Nemours and Co., Inc.

THE NATIONAL INDUSTRIAL ASSOCIATION publishes a newsletter reporting on the activities of recreation associations in various industries. They also send out notes, punched to fit in a notebook, from their *Idea Clinic*. Both publications are full of helpful suggestions for Personnel Directors and Recreation Association officers. The address of the Association is 203 North Wabash Avenue, Chicago 1.

THE PERSONNEL MANAGERS CLUB of the *Greater Boston Chamber of Commerce* had a buffet dinner December 9th. Professor R. J. Roethlisberger, of the Harvard Graduate School of Business Administration spoke on "What the Administrator Administrates."

THE WOMEN'S PERSONNEL GROUP of *Philadelphia* held a panel discussion on indoctrination of employees at their November meeting. Bertha Bradford headed the panel.

THE COMMERCE AND INDUSTRY ASSOCIATION of *New York* staffs fourteen specialized bureaus whose services are used daily by members. An indication of the scope of these services is found in the items discussed in the Association Bulletin. The November Bulletin discusses "Vacation Tied into Laundry Wage Base Order Protested."

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION met December 10th to hear Commander C. A. Karaberis talk on "Cost Consciousness vs. Communism." Commander Karaberis posed the problems of shortages in manpower, materials and money that must be met in dealing with the threat of Communism.

THE PERSONNEL MANAGEMENT ASSOCIATION of *San Diego* was the guest of San Diego State College in December. The Association heard college students debate on "Should Congress Enact a National Fair Employment Practice Law?"

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of *Los Angeles* have invited the ladies to attend their January meeting. Larry Appley was to speak.

THE INDUSTRIAL RELATIONS ASSOCIATION of *Chicago* discussed "Attitudes and What To Do About Them" at their December meeting. Robert K. Burns, Professor of Industrial Relations and Executive Officer, Industrial Relations Center, The University of Chicago, was the speaker. He talked about ways of diagnosing the nature and intensity of attitudes: the determination of what ought to be done about them; and methods, including examples, that are being used for changing attitudes.

THE INLAND PERSONNEL ASSOCIATION of *California* learned about "Employee Attitudes" at their December meeting. The speaker was Ward J. Jenssen, Director of the Applied Psychology Association of Los Angeles.

Attending the Conferences

HUMAN RELATIONS IN ADMINISTRATION will be the subject of an intensive four-week program at *Cornell University*. The program will be given January 18 through February 14, by the Cornell faculty, augmented by prominent leaders from business and industry. The program is designed for the promotable executive from middle management, who wants to broaden his perspective and his knowledge of leadership development and employee relations.

THE DEVELOPMENT OF TOP EXECUTIVES

is the purpose of a training program conducted by the *American Management Association*. Three two-day orientation seminars offer actual instruction, drill, and practice in the fundamentals of management development. Four basic steps are covered; the inventory of present executives and probable successors, the review of executives' potentialities for advancement, the "counseling interview" to help executives discover their strengths and weakness and what to do about them, and the application of specific techniques to develop those individuals.

INDUSTRIAL EDITORS WILL MEET WITH MANAGEMENT at a resident seminar sponsored by the *House Magazine Institute*. The seminar is scheduled for January 12, 13, 14, at Columbia University. Moderator

and Director is Roscoe Ellard, of Columbia University. Topics under discussion include, "Who is Listening and to What Effect?" "How to Talk to Your Readers," "How to Compose Pictures."

Looking Over the Employee Magazines

PROVIDENT MUTUAL LIFE INSURANCE COMPANY of *Philadelphia* publishes an attractive magazine, *Between Ourselves*. Most of the October issue is devoted to the second Provident Hobby Show. There is also an account of a Flower Show, and the activities of the Provident Field Club. Write-ups and pictures call attention to anniversaries celebrated by employees who have worked thirty or thirty-five years with the company. Tournaments, vacations, and a new home office telephone directory are also mentioned. The editor of this very complete magazine is Marion Ruth Tuckey.

AMERICAN MANAGEMENT ASSOCIATION prints its *Management News* on coated green paper. It is punched for notebook filing, and contains articles worth keeping. A section on research and information is certainly worthy of the notebook. "Integration of Minorities into American Economic Life" is the title under the research heading in the October issue. There is a picture section in the magazine, and meetings are announced, trends in business described. Lawrence A. Appley, President of AMA, writes a section called the "President's Scratchpad."

THE COUNCIL OF PROFIT SHARING INDUSTRIES publishes a small magazine, *Profit Sharing Newsletter*. The November number reports on the Fifth Annual Conference held in Philadelphia, Nov. 6-7, with an attendance of more than 600. The theme of the conference was "How Profit-Sharing Increases World Wealth."

BOTANY MILLS INC. offers industrial editors a service by sending out a glossy print of a model wearing some article knit of Botany yarn, together with detailed instructions for making the garment. Interested readers may be given free instruction sheets supplied by Botany. Botany Mills Products Division, Department WY, Passaic, New Jersey, is the address.

THE INTERNATIONAL COUNCIL OF INDUSTRIAL EDITORS invites editors to compete for 159 awards. Publications may be submitted under categories of format—Class A; Magazines, offset or letterpress; Class B; Newspapers, offset or letterpress; and Class C; Special process publications, such as multilith, or mimeograph. Publications must bear datelines from January 1, to December 31, 1952 inclusive. Deadline is February 7, 1953. Bill Brittain is the chairman, and may be addressed at Room 1623, Arcade Building, St. Louis 1, Missouri.

THE HOUSE MAGAZINE INSTITUTE held a meeting on November 20. William I. Nichols, editor of *This Week* magazine spoke on "The Coming Revolution in Magazines." *This Week* is said to have the largest circulation of any magazine in the world. Mr. Nichols believes that the future in magazines belongs to the great mass circulation publications and to the small, specialized periodicals such as those edited by HMI members.

THE LAND TITLE BANK AND TRUST COMPANY of *Philadelphia* in its employee magazine *Landmark* has recently carried a

series of articles "How Do I Get a Raise in Salary?" The series, written in the form of questions and answers, is illuminating. Part I is on "Job Evaluation." Part II is "Performance Rating." Part III is "Salary Review." The last article asks, among

other questions, "On what qualities am I performance rated?" The author lists interest, knowledge, quality of work, amount of work, dependability, ability to grasp and retain instructions, cooperation, judgment, initiative, appearance, and temperament.

What's New in Publications

THREE USEFUL HANDBOOKS WERE PICKED UP AT THE MERCHANTS AND MANUFACTURERS ASSOCIATION IN LOS ANGELES. *Conference Leader Training* is 17 mimeographed pages published in cooperation with the office of the Los Angeles County Superintendent of Schools. The material is arranged to fit into a series of training sessions. Objectives of the course are to develop an ability to make a conference plan, formulate a clear statement of a problem, make problem analysis charts work effectively, use questions skillfully and lead a conference. The course seeks to develop an understanding of the duties of a conference leader as well as of the conference member.

The second handbook is *Cashing in on Ideas, The Suggestion System, a Tool for Increasing Job Interest*. It is based on a survey made jointly by the Merchants and Manufacturers Association and the Los Angeles Chapter of the National Association of Suggestion Systems and a detailed study made by William O. McCarthy, a graduate student at the University of Southern California. The sequence of steps in the operation of a suggestion system is outlined and a check list for use in setting up a system is given. The organization and operation of a suggestion system are then described in detail. Sample letters, blanks and charts are included.

Improving Employee Relations Through Line-Staff Cooperation is the title of the third booklet. It is an edited recording of a Line-Staff Conference sponsored by the Association. All three are available from the Merchants and Manu-

facturers Association, 725 South Spring St., Los Angeles 14, California.

EXPENSIVE TURNOVER OF OFFICE WORKERS CAN BE REDUCED by careful follow-up according to a bulletin from the University of Illinois, *Selecting Office Workers*. Robert L. Peterson of the University's Business Management Service is the author. The follow-up is the final step in a series of personnel practices included in the bulletin. Others described are recruiting, screening, testing, interviewing, selection and placement, and orientation of the new employee. An unusual feature is the first comprehensive listing of employment tests for office workers. The bulletin is free and may be obtained from Business Management Service, College of Commerce and Business Administration, University of Illinois, Urbana, Illinois.

A POSITIVE ATTITUDE TOWARD RETIREMENT is described in *Retire To—Not From*, a pamphlet published by the Philadelphia Quartermaster Depot. Planning activities in advance is the best assurance for a satisfactory retirement, according to the pamphlet. Specific suggestions are made for helpful attitudes and hobbies. Boris Blai Jr., Civilian Personnel Officer, sent us the pamphlet which is available from Philadelphia Quartermaster Depot, U. S. Army, 2800 South 20th St., Philadelphia 45, Pennsylvania.

YOU AND YOUR CREDIT UNION is the title of a handbook put out by the *State Farm Insurance Companies Employees Federal*

Credit Union, Bloomington, Ill. The handbook outlines the policies of the company. Subjects include investments, leaves of absence, pensions, resignations, loans, management, membership, organization, pass-books, payroll deductions and shares.

A STIMULATING LIST OF COURSES is presented in *Educational Opportunities* published by the Industrial Relations Department of the *Commonwealth Edison Company*. The attractive blue and white booklet is illustrated with cartoons. Company courses for personal development, for business and technical understanding, and for better living are described. Home-study courses and courses in outside schools are also listed. An arrangement for college credit from the Illinois Institute of Technology is explained. The cover decoration of a key and keyhole is appropriate, for these educational opportunities should certainly unlock the door to new skills and satisfactions. The booklet is available from Commonwealth Edison Company, Training and Safety Division, Industrial Relations Department, 72 West Adams St., Chicago 90.

AN ORIENTATION BOOKLET CALLED *You and Your Job at AHS* is put out by the *Associated Hospital Service of New York*. This loose-leaf booklet has an inviting lay-out and is pointed up with amusing cartoons. What you may expect from your company, what your company expects from you, and your company's organization and officers are the topics covered. There is also a convenient index.

THE BEST USE OF ENGINEERING MANPOWER has been studied by the *National Society of Professional Engineers*. The results of the study have been published in Executive Research Survey Number 2, with the title *How To Improve the Utilization of Engineering Manpower*. *Business Week* in reviewing the study says NSPE found that most companies favored 1) reorganizing

engineering departments to give centralized top-level planning and to develop clear-cut authority and responsibility for specific engineering assignments; 2) using technicians and engineering aides to help the engineer perform his job; and 3) surveying companies to find if each engineer is being given the best opportunity to use his talents. The study points out that today's engineer must know how to handle people as well as blue prints. It is interesting to note that the November issue of *Personnel Journal* contained an article *Use Older Engineers* which dealt with one aspect of this same problem. The shortage of engineers is without doubt of current importance to industry. The survey is \$2 per copy, from National Society of Professional Engineers, 1121 Fifteenth St., NW, Washington 5, D. C.

AN EMPLOYEE HANDBOOK OF INTEREST is *You Are the Pennsylvania Company*, published by the *Pennsylvania Company for Banking and Trusts, Philadelphia*. Printed in blue and white with gay line drawings as illustrations, the book emphasizes the importance of the individual employee. The responsibility of each employee for good public relations is explained. Detailed suggestions are made for using the telephone to the best advantage, and the various services of the company are briefly described.

A FINANCIAL REPORT THAT CHILDREN WILL CRY FOR is something new, but Motorola's *Annual Roundup* is just that. A brightly colored folding poster, the report uses the round-up idea to corral figures that make sense. A trick, two-way reverse dial in the folder shows Motorola achievements month by month in a shooting gallery set. On an inside fold the other side of the same dial allows you to "dial" pictured TV sets to find your record for '51 on a one-man business basis. Finally, a huge pictured rodeo charts the company's financial status. Ken Piper, Director of Human Relations,

Motorola Inc., 4545 Augusta Blvd., Chicago 51, Illinois, was kind enough to send us the folder.

WHAT WILL SOCIAL SECURITY MEAN TO YOU? by William J. Matteson is a new publication of the *American Institute for Economic Research*. Described as a non-technical but detailed account of the Social Security Act, the book is designed to provide specific solutions for particular problems. Priced at one dollar, it may be ordered from American Institute for Economic Research, Great Barrington, Massachusetts.

A SOUND HUMAN RELATIONS PROGRAM IS A BASIC PRE-REQUISITE TO CUTTING ABSENTEEISM, according to many of the 72 companies whose absentee control methods were studied by the *National Industrial Conference Board*. The report deals with fields for control, the causes of absenteeism, absence records, the medical department and absenteeism control, and attendance rewards. It is available to members from the National Industrial Conference Board, Inc., 247 Park Avenue, New York 17.

THE MOST EFFECTIVE USE OF MANPOWER is discussed in research and technical report 12, from the *Industrial Relations Center, University of Minnesota*. *Training Programs for Maximum Manpower Effectiveness* is a summary of papers presented at the Ninth Annual Industrial Relations Conference.

THE SPECIAL STATUS OF THE SECRETARY IS RECOGNIZED in "Why Classify Secretarial Positions?" by Julius E. Eittington. The article appears in the September issue of *Personnel Administration*. The peculiarly close relationship of executives and secretaries causes unusual, and sometimes strange, requests for grade changes. "To the position classifier who necessarily is grounded in a duties philosophy, management's recognition of these personal and external factors as grade determinants smacks of sentimentality and coddling." The author suggests a compromise by grading secretarial positions primarily on the basis of their location in the organizational hierarchy. Another suggestion is to rate the secretary according to the importance of the executive.

SITUATIONS WANTED

PERSONNEL: 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

PERSONNEL: 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing, recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Veteran, married, 2 children. Reply Box 213.

HELP WANTED

SALARY ADMINISTRATION SPECIALIST: For Indonesian office of large oil company. Should be college graduate with degree in business administration, personnel management or industrial engineering with courses in salary and wage administration or job evaluation plus several years experience in wage and salary administration in responsible specialist capacity. Should have some experience in organization charts and manpower requirements. Salary open. Reply Box 208.

INDUSTRIAL RELATIONS: Large, growing Midwest industry wants top man, experienced this field. St. Louis area. Salary open. Our men know of this opening. Reply Box 198.

PERSONNEL ASSISTANT: Large chemical company needs man with some industrial experience to assist personnel manager at northern Rocky Mountain plant with 400 employees. Reply Box 212.

SITUATION WANTED

PERSONNEL MANAGEMENT OR LABOR RELATIONS: Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

EXECUTIVE DEVELOPMENT: 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

PERSONNEL DIRECTOR: Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

RECREATION DIRECTOR: 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

ATTENTION CONSULTING FIRMS AND PERSONNEL DEPARTMENTS: Available in Northern New Jersey and New York City—professional Psychologists with extensive experience in personnel testing and interviewing to handle your field processing in this area. Fee basis. Reply Box 214.

PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR: 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS: Ph.D. in industrial psychology, M.A. in personnel management. Twelve years' diversified experience in conduct and direction of industrial management research—job evaluation, attitude measurement, training aids, testing and selection, personnel records and procedures, etc. Many publications. Reply Box 204.

PERSONNEL ADMINISTRATION: Presently employed as Assistant to Director of Employee Relations of large industrial research Laboratory. Experienced in recruitment and placement of technical personnel, job evaluation, salary administration, merit rating, employee benefit plans, communications and personnel statistics. Age 35, college graduate. Wish to locate in the Southwest with small company or university placement office. Reply Box 205.

LABOR RELATIONS: 21½ years industrial experience in contract negotiations, grievances, arbitrations, NLRB proceedings, contract writing, Wage and Hour, Wage and Salary Administration, and Job Evaluation. Attorney. Master's Degree in Labor Law. Age 29. NYC resident. Will relocate and travel. Reply Box 206.

PERSONNEL DIRECTOR: Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

PERSONNEL MANAGEMENT—INDUSTRIAL RELATIONS: 11 years state unemployment insurance work. 24 years casualty and surety home office branch office experience. Widower. No dependents Reply Box 209.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

See other advertisements on preceding page.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 10

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HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

MARCH

- 16-20 Hollywood, Florida. Hollywood Beach Hotel
National Association of Manufacturers. 24th Institute on Industrial Relations.
Sybyl S. Patterson, Director, Employee Relations Division, National Assn.
of Manufacturers, 14 West 49th Street, New York 20, N. Y.
- 19 Cincinnati, Ohio. Netherland Plaza
National Industrial Conference Board, Inc. General Session. 247 Park Avenue,
New York, N. Y.
- 31 New Haven, Conn. Yale University
Connecticut Personnel Association. Annual Conference. Mr. Harvey R. Bow-
man, President, % Dictaphone Corporation, Bridgeport 5, Conn.

APRIL

- 14-15 Minneapolis, Minn.
University of Minnesota. 11th Annual Industrial Relations Conference. Center
for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 18-19 Houston, Texas. Shamrock Hotel
International Association of Personnel Women. Annual Conference. Viva Arm-
strong, Chairman Publicity, % California Packing Corp. 215 Fremont
Street, San Francisco 19, Calif.
- 21-22 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. 29th Pacific Coast Management
Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.
- 23-24 Montreal. Sheraton-Mount Royal Hotel
Canadian Industrial Trainers' Association. 7th Annual Conference. J. C. A. La-
Ferriere, Publicity Chairman, 35 Notre Dame St. West, Montreal, Canada.

MAY

- 6-7-8 Boston, Mass. Sheraton Plaza Hotel
American Society of Training Directors. 9th Annual Conference. A.S.T.D. Room
614, 80 Federal Street, Boston 10, Mass.
- 15-16 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference. C. H. Winston, Secretary
1600 Louisiana, Houston, Texas.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

HOW DOES A PERSONNEL MAN PUT IN HIS TIME? We all know the feeling that comes over us once in a while when we try to recall what we have accomplished. Some years ago I kept a diary for a week in order to try to really find out what I was doing. The results were revealing. Unfortunately the record has been lost.

Why doesn't one of you who reads this—perhaps a veteran in the field of personnel management or industrial relations—write us a little something on what goes on in a day or a week of your life. It would make interesting reading for others and perhaps you, the writer, would get some satisfaction out of putting it down in black and white. For some of you this would be very serious work. For others it might be an exercise in a lighter vein, "a personnel man has nothing to do, except. . . ."

How about it, reader? Write us something about things you do in your job.

THERE IS NEVER ENOUGH HUMOR IN ANYONE'S LIFE, and the harassed personnel manager provides no exception. We had a note recently from R. L. Beckman at Hialeah, Florida, enclosing a clipping entitled "Today's Chuckle", that goes like this:

The personnel manager kept a bowl of goldfish on his desk. No, he wasn't particularly interested in fish culture, he explained to a friend. "It's just that it's nice to have something around here that opens its mouth without asking for a raise."

Which reminds me of a cartoon in a recent *Saturday Evening Post*. The picture showed "Mr. Big" aggressively addressing a mild looking fellow who was just hanging up his hat, saying, "While you were on vacation a question came up about your work—what do you do here?"

I suppose those of you engaged in job evaluation work often ask that question, and without always receiving a satisfactory answer.

IS PERSONNEL JOURNAL EASY TO READ? You have seen in our columns many references to the test for readability devised by Rudolph Flesch. The other day I wondered how PERSONNEL JOURNAL would stack up under this test. The four-part scale ranging from very hard through easy to very easy was used. A count of three samples from "editor to reader," five from "across the editor's desk," and twelve from articles gave the following results.

On sentence difficulty—the number of sentences per hundred words—twelve of the twenty samples were *very easy*, six *easy*, and one each *hard* and *very hard*. On the basis of syllable count—the number of syllables per hundred words—the score was somewhat different. None of the twenty samples was in the *very easy* category. Five were *easy*, ten were *hard*, and five were *very hard*. Of the five in the *easy* group, four were regular articles.

It would appear that our material on the average is not too difficult but, on the other hand, it is not very easy. This is probably as it should be, since we are writing for a literate and intelligent audience. Still, we strive to make ourselves "plain," avoiding long and difficult words where short, simple words would do the job just as well. If there is anything we should do that you can think of that would improve the readability and interest of *Personnel Journal*, we should be glad to hear from you.

"HOW ABOUT A TWO-FOOT SHELF" of books for personnel people, we asked on page 312 of the January issue. "Mac"

McKeand of the Merchants and Manufacturers Association of Los Angeles—the fellow who puts on such a wonderful conference at Palm Springs every year—had an unusual answer. He evidently was not thinking of business at all when he wrote, "I would put first on my list the following: The Bible, Aesop Fables, Mother Goose, The Rise and Fall of the Roman Empire, The Wealth of Nations, Walt Whitman's Verses, Poor Richard's Almanac, Carl Sandberg's Lincoln, and Your Rugged Constitution." An excellent selection for anyone's shelf.

MOST PEOPLE, I THINK, HAVE THE WRONG IDEA ABOUT CRITICISM. Many habitually avoid criticism. This attitude was challenged by an article in *PERSONNEL JOURNAL* for November 1952, by Charles J. Lilley. He wrote an article under the title, "Supervisors Don't Criticize Enough". This statement represented the prevailing point of view among a group of 200 employees who rated their supervisors anonymously. Don't all of us resent being ignored much more than we do being criticized? Constructive criticism is one of the finest ways of giving a compliment and it is much more acceptable to the receiver than mere flattery. Helpful criticism is a form of encouragement and boosts the receiver's self-confidence. This is the very basis of Adlerian psychology.

Recently I had an illustration of the force of constructive criticism in boosting morale. I was shown a piece of writing by a young man who was drafting a thesis in his graduate work. Probably he expected me to admire it, but I could not forego a few questions about his meaning at various points. In explaining what he meant, he seemed to realize that his writing was not as clear as he thought. He solicited my severest criticism. I offered a number of suggestions and, after rewriting the material, he submitted it again. He had greatly improved it. My approval, although ac-

companied by still further criticism, so stimulated him that his final draft was vastly better than the first one. His satisfaction in improving his thesis was boundless.

WE HAVE HAD MANY INQUIRIES about reprints of the article, "Supervisors Don't Criticize Enough". Among other places, it has been abstracted in a monthly publication of the New York State School of Industrial Relations at Cornell, "Abstracts and Annotations".

MANAGEMENT APPRAISAL AND MANAGEMENT DEVELOPMENT are two favorite phrases which are current. They have displaced the terms "training" and "merit rating." This is probably a good thing, too. Emphasis on management is important, since management has more effect on results at the end of the business year than either money or labor.

Koppers Co., Inc., of Pittsburgh, have recently issued a handbook describing their management appraisal program. This is accompanied by a rating form under the title, "management appraisal." The form is six pages and has fourteen items under which the individual is appraised. It is a very commendable job and should give good results.

An elaborate and expensive 38-page brochure entitled "A Program for the Development of Koppers Management Personnel," is not quite so good. It contains generalities, for the most part, and is presented in a manner that suggests it was prepared by a press agent. It was evidently not meant to serve any purpose except to give a general idea of the program. The industrial relations department of Koppers is to be congratulated on its excellent and simple management and appraisal procedure.

Ned Hay

A *free* discussion conference has value in bringing out individual ideas. But it is usually time-consuming as opposed to *directed* conferences. The "Pass Method" consumes no more time, keeps all the benefits of free discussion, and also brings attitudes and problems to the surface that otherwise might be overlooked. This is the third of a series of articles to be combined in a single reprint upon completion.

Conference Leading by the "Pass Method"

BY EUGENE EMERSON JENNINGS
Assistant Professor of Industry
University of Pennsylvania, Philadelphia

FOREMANSHIP training programs in industry are conducted in a variety of ways, all of which may be classified according to the extent that discussion is "directed" toward a conclusion. A case in point is that kind of training in which solutions to foremen's problems are discussed. If the "directed" method is used, foremen are encouraged to discuss solutions which *the training leader* thinks are effective. If the "non-directed" method is used, the leader encourages foremen to determine *their own* solutions with *minimum guidance*.

Conference leaders usually use the directed method. After writing a list of all possible solutions the leader draws these or similar ones from foremen by careful questioning and controlled discussion. The non-directed method is typical of "member-centered" leaders who, through free discussion, permit solutions to originate with the foremen.

DIRECTED VS. NON-DIRECTED METHODS

The two methods have the common purpose of seeking group agreement on effective solutions to problems. The directed method encourages participation by foremen in order to gain group agreement on *predetermined* solutions. The non-directed method, in obtaining group agreement, permits *free participation* in the determination of solutions to problems. Again, the directed method is more specific and tends to

influence the nature of the ideas elicited from foremen, whereas the non-directed method affects neither their freedom in expressing ideas nor the nature of the ideas. Thirdly, they differ in time consumed, since the non-directed method allows more participation of a less orderly nature.

The desirability of combining the advantages of both methods was shown by a recent training experience. The foremen discussed their more important duties by the directed method. The leader, having listed in advance their most important duties, was exceedingly effective in developing group agreement. Later, when recording these duties for review at the next session he became confused. Concealing his confusion, he encouraged the foremen at the next session to a freer discussion of their duties. The discussion was necessarily less directed. A duty not mentioned during the last session came to light which the foremen agreed was as important as those discussed previously.

This experience suggested that group agreement is possible either by the directed or the non-directed method, but that what is agreed upon differs. To test this possibility, two groups of fifteen foremen each were selected to discuss problems of how to be fair to workers. One group was directed and the other non-directed.

The directed group discussed nine problems associated with being fair to workers, of which three were regarded as most important. The non-directed group discussed fourteen problems, of which four were regarded as most important. Three of these were not considered important by the directed group. This difference occurred partly because the non-directed group believed that *when* to be fair was related to *how*, and they integrated their discussion to include how and when to be fair to workers. In this respect their conclusions were very meaningful.

However, some unsatisfactory results in the non-directed group included not only taking three times as long, but participation being dominated by a few foremen. This was prevented in the directed group by careful control by the leader.

HOW THE "PASS" METHOD OF PARTICIPATION WORKS

A method is needed which will encourage maximum participation over a short period of time without sacrificing either full consideration of the subject, or group agreement. The following experiment was made with a new group of fifteen foremen where the topic again was the problem of how to be fair to workers.

Each foreman wrote down on a separate card what was to him the most important problem. The unsigned cards were passed to the leader and without any previous announcement each foreman was then asked to write another equally important problem on a card. After these cards were given to the leader a third "pass" was obtained from each member of the group.

The items obtained by each pass (fifteen each, or forty-five total) were written on the blackboard in three separate groups. The foremen, by directed discussion, were asked to combine *within* each group identical or similar items. Then identical

or similar items *between* groups were combined. By this procedure the most frequent item in each of the three groups was determined. The foremen decided that the most frequent items in the three groups were the most *important* ways to be fair to workers.

In short, the foremen whittled down the forty-five items to twenty, from which the three most important were derived. In so doing, the leader directed the discussion in such a manner that no one or two foremen dominated the discussion. It is interesting to note that these things were not the ones agreed upon previously as most important by the directed group of foremen. On the other hand, for the non-directed group these three items *were* most important. Elapsed time for the pass method was the same as that for the directed group.

ADVANTAGES OF THE PASS METHOD

Besides these important advantages, the pass method has wide applicability. This method of inviting foremen to tell in writing what they consider most important may be used to reveal fears and suspicions, which are often reduced through expression. Attitudes and values are allowed to come to the surface which normally would escape notice because of social pressure. Foremen who have not had some of the day-to-day experiences discussed by the group are given the opportunity to express themselves without fear of being either disregarded or laughed at.

Secondly, the pass method is effective because it promotes a problem-solving attitude among foremen. In other discussion methods a "dominant" participant's suggestion will often promote agreement or provoke resistance in other participants. Foremen who *agree* may discontinue further thought on the subject. Foremen who *disagree* search for reasons to support their convictions. Neither kind of foreman contributes much toward constructive thinking.

Thirdly, it is generally recognized that a skilled leader possessing creative ideas can conduct a discussion more effectively than a less-skilled leader without creative ideas. Industrial trainers are sometimes skilled but lack creative ideas; others have many ideas but lack the ability to conduct orderly discussion. Only a few possess both qualities. The pass method does not require as much skill in leading discussion as other methods and abundant ideas are provided by the passes.

Lastly, wrangling over the relative effectiveness of proposed solutions is minimized, since "built into" the pass method is a procedure for arriving at group agreement. These solutions are usually more acceptable because they originate with the foremen and come from many responses. They are more likely to be clear cut and mutually independent of each other than if developed haphazardly in general discussion.

New employees naturally want to know what goes on throughout the whole organization—not only in their own departments. It gives them a feeling of “belonging”. The author tells about an “orientation” program put on *after* a few weeks shake-down period, when the new person can digest it more readily.

Later Orientation Prevents Mental Indigestion

BY B. W. CARDWELL, Personnel Director
The Citizens and Southern National Bank, Atlanta, Ga.

THE tendency is to tell a new employee too much about the company as soon as you put him or her on the payroll. This is apt to give the new person “mental indigestion”. Meeting a lot of people, trying to learn their names and something of the work they do, getting settled into their own jobs, in general learning their way around—all this is enough for the average new employee during his first weeks on the job. Anything more is likely to go right over his head, not because he isn’t interested but because he isn’t ready.

In learning any new subject, you know how much easier it is if you can take it in at least two bites. Say that there’s a national park in your vicinity that you want to study up on. You go there first and get the lay of the land, examine the buildings, read the markers, absorb the feel of the place. Then all that you read and hear later is better understood, and retained with more satisfaction, because you have pegs of association on which to hang every additional piece of information that comes to hand.

PEOPLE ORIENTED IN MONTH FOLLOWING EMPLOYMENT

We feel it’s much the same way when a new person joins our organization, which is of considerable size, with twenty-one offices in Georgia. It stands to reason that we want as soon as possible to have the new person feel himself one of us. We want him to be able to tell his family and friends with authority and pride about “his Bank” and its affiliates. But that’s exactly the reason why we don’t attempt to tell him the whole story at once. We want him to find out a few things

for himself first, and also how much he doesn't know. When he's finally told, the information he gets is better understood and more appreciated.

The outstanding feature of our orientation program for new employees, then, is that it is delayed. Employees who begin work during a calendar month are called back to the training department for orientation at approximately the middle of the following month. To cite an instance—people hired last October were called back for orientation the week of November 17. The course consisted of five one-hour classes, 8:30 to 9:30 A.M., Monday through Friday.

Another feature of the program is that there are at least two speakers for each day. During the 10 half-hour sessions that make up the week's course, the class hears seven different speakers and sees three movies in a sequence that is carefully worked out in relation to subject matter. Change of speakers at intervals of 30 minutes or less obviates the possibility of the "students" becoming tired and inattentive. A new face, a fresh voice, adds vigor and interest to the program. A two-minute résumé of background and work history is included in the introduction of each speaker.

TOP BANK EXECUTIVES PARTICIPATE IN PROGRAM

The use of seven speakers for each course—and bringing in a new group of speakers, all of them company executives, each month—accomplishes something more. It gets the participation of a large number of officers over a year's time. Between January and December of last year, for instance, more than sixty officers and department heads took part. All of them are better acquainted with what we are trying to do and what we are accomplishing than they would have been if they'd only heard about it.

Following the final (Friday) orientation meeting, the new employees—now having a few weeks' actual experience on their jobs plus a great deal of information about the company and its operations—have an opportunity to meet our president and general officers when they adjourn to our lunch room for coffee and doughnuts as guests of the management.

Some may be interested to know in detail the program that we follow in the five-hour course. The first session opens with a word from the "System's" personnel director explaining the purpose of the meetings and what the procedure will be. In the November 1952 program from which I am quoting, Vice President James S. Budd, Jr., of our Investment Department, told of the history of the bank, during Monday's first half-hour session. In the second half-hour on Monday, Mr. T. I. Miller, Vice President and Lending Officer, outlined the origin of the Holding Company and the history of C & S Affiliate Banks, giving locations of our nine Atlanta offices.

The second day John L. Moore, Jr., Asst. Cashier, Savings Dept., told about bank services, including checking accounts, savings accounts, loans, safe deposits,

trust accounts, and miscellaneous. His talk was followed by a movie on bank services and correspondent banking throughout the nation and the world. This session was concluded with the taking of identification pictures under the direction of Frankie Nixon of our Multilith department.

NEW PEOPLE TOLD OF PERSONNEL POLICIES AND STANDARDS

The Wednesday meeting started off with a discussion of employee policies by James Sartor, First Vice President. The second half-hour was concerned with personnel standards—attendance, appearance, manners, attitude, performance, citizenship. Mr. Vann Groover, Vice President and Personnel Officer of the Atlanta area, led the discussion.

During Thursday's first half-hour session Rountree Youmans, Assistant Vice President, Operations, used a large chart to trace the course of a check through the bank, and outlined the functions of each department through which the check passed. A movie entitled "Bank and Credit" was presented for the second session by Leo Rainey, Assistant Cashier, Operations.

One of our best telephone voices, Mrs. Emily C. DeLay, Secretary to the Comptroller, introduced a telephone courtesy movie, which opened the Friday morning hour. Mrs. DeLay spoke of the frequency and importance of telephone contacts, emphasizing that "When you talk over a phone, *you are the Bank*". Lewis F. Gordon, Vice President, Public Relations, in the second half-hour pointed out to the new employees that a bank has nothing to sell but services and stressed the importance of the customer and good public relations. The personnel director gave a three-minute summary of the week's program, following which all adjourned to the Savannah Room for coffee and cakes as guests of Mr. Mills B. Lane, Jr., President.

Altogether, we believe that this constitutes an effective orientation program—and much more so by reason of the fact that it is given when new employees are ready for it, after they have become somewhat familiar with the organization and their individual jobs.

When a worker quits, it may cost you as much as \$232.18. The author lists seven operating costs and eight administrative costs; itemizes eleven things that may cause workers to quit and suggests what to do about them. His own success in keeping down labor turnover in a large plant adds weight to his suggestions.

Worker Turnover Bites into Profits

By BORIS BLAI, JR., Civilian Director
Philadelphia Quartermaster Depot

THE direct cost of labor turnover, particularly when it becomes excessive, cannot be overlooked. Each time a productive worker quits, recruitment must be undertaken to obtain a qualified replacement. The new worker must be hired, assigned and trained. In addition, costs are created in maintaining personnel and fiscal records. Most costly of all, excessive turnover results directly in lowered production and increased tool breakage and spoilage. And finally, there is the hidden (intangible) but vitally important cost of lowered morale among the plant work force.

During World War II, plants which were most successful in meeting the problem of excessive labor turnover were those which kept careful records for analysis and control, made careful selection of new workers, and assigned them to the most suitable jobs after appropriate pre-induction training.

LABOR TURNOVER MORE SERIOUS SINCE THE WAR

Prior to World War II the average quit rate among industrial workers in this country was less than 1 per cent per month. However, during and immediately following the war, the rate rose substantially. While in 1939 the rate was only .8 per cent per month, it had risen to 4.3 per cent in 1946, according to the Bureau of Labor Statistics. On an annual basis, this meant that 51.6 per cent of the work force, or 516 out of each 1000 workers, left their jobs during the year.

Coming up-to-date, in 1951 the approximate monthly rate for manufacturing industries was 2.5 per cent monthly, and 2.0 per cent monthly for the Federal Government. In contrast, the monthly rate at the Philadelphia Quartermaster Depot

throughout 1951 was only 1.2 per cent, and in 1950 and 1949 the rates were .65 and .63 per cent monthly.

Turnover rate may be computed with respect to either hires or separations. However, from the standpoint of maintaining a stable and productive work force, primary interest centers on the separation rate, particularly with reference to quits. The rate itself may be computed simply by dividing the number of quits by number of employees on the payroll on the fifteenth of the month and multiplying this by 100 to express the rate as a percentage.

TURNOVER COSTS CAN BE DETERMINED ITEM BY ITEM

Turning then to actual quit-costs, can they be pinpointed in dollars and cents? Since each quit represents a loss in production volume and an increase in operating, production and administrative expenses, the answer is yes. In any manufacturing establishment most, if not all, of the following expenses contribute a measurable share to the total quit cost.

A. OPERATING (PRODUCTION) COSTS

1. *Increase in unemployment insurance premium.* In computing turnover costs, each employer should consider the amount that he contributes to the unemployment compensation fund. For example, in one state the annual payroll in a plant was \$600,000. With an effective system for reducing turnover, the employer reduced his contribution rate to .3 per cent of his annual payroll (\$1800). With a high turnover rate he might have paid the maximum rate of 2.7 per cent of his annual payroll or \$16,200. Therefore a saving of up to \$14,400 was realized by successfully controlling turnover.

2. *Increase in accident insurance rate.* The money cost of lost production makes accidents very expensive. By comparing the accident frequency and severity rates with turnover, employers have found that the accident rate usually rises when turnover increases. A survey by the National Safety Council of 4,800 accidents indicated that 30 per cent were caused by lack of knowledge or skill on the part of the worker.

With industrial insurance rates based upon previous accident cost experience of individual employers, the savings in this area alone can be quite substantial. For example, one company saved \$90,000 in premiums alone over a five-year period. It reduced its rate from 51 cents to 12½ cents per hundred dollars of payroll. Therefore, with new and inexperienced workers and even skilled workers at new jobs as a major cause of accidents, a sound turnover control program can help reduce accident insurance costs.

3. *Increased unit costs due to lowered production.* When quantity of production decreases due to turnover, and overhead costs remain constant, unit costs increase.

4. *Cost of training.* During the period of on-the-job training the new worker produces less than standard, and the time spent by the foreman with the new worker represents an additional training cost.

5. *Cost of added labor.* Two costs may arise here; first, if quantity of production is to be maintained the cost of extra employee's time spent to make up deficiency of new employee; and second, overtime pay necessary to maintain quantity production.

6. *Loss in production time.* Actual time lost between the time of decision to quit and actual quitting, and also during periods of job vacancy.

7. *Loss generated by material spoilage.* Excess of scrap and re-work created by inexperienced workers.

B. ADMINISTRATIVE (OVERHEAD) COSTS

1. *Employment office expenses.* Prorating of salary, heat, light, rent and supplies directly connected with hiring and separating workers.

2. *Medical department expenses.* The prorated share of medical department costs involved in pre-employment examinations.

3. *Advertising expenses.* Direct advertising expenses, both in-plant and out-plant, to obtain new workers.

4. *Pre-job training expenses.* The prorated share of staff overhead salaries and materials used in such training.

5. *Induction expenses.* Forms, photographs, booklets.

6. *Payroll and accounting expenses.* The prorated share of salaries, overhead and supplies necessary to process separations and accessions.

7. *Testing expenses.* Prorated share of salaries, equipment, overhead and supplies used in conducting pre-employment tests.

8. *Employee welfare expenses.* Added costs created through changes in employee records to reflect separations and hires.

INDIVIDUAL QUIT-COST

	Plant I	Plant II
A. Operating (Production) Costs		
1. Increased unit cost due to lowered production	\$36.00	*
2. Training cost	40.00	\$17.00
3. Cost of added labor		
a. time needed to make up production	36.00	*
b. overtime needed to maintain production	27.00	*
4. Loss in production time	46.00	58.00
5. Material spoilage loss	10.00	5.00
B. Administrative (Overhead) Costs		
1. Employment office expenses	11.34	6.87
2. Medical department expenses	1.15	1.35
3. Advertising expenses	14.44	*
4. Induction expenses	.25	.25
5. Payroll and accounting expenses	5.00	7.00
6. Employee welfare expenses	5.00	*
	<hr/>	<hr/>
Total cost per worker	\$232.18	
Total cost without *:	113.74	\$95.47

* Not included in study.

The preceding tabulation itemizes these various cost items as developed by the Bureau of Labor Statistics, U. S. Department of Labor. They were conducted in two metalworking concerns—Plant I employing about 300 workers at an average hourly wage of 90 cents, Plant II employing about 200 workers with an average hourly wage of 85 cents.

It certainly appears that quits are not only costly, but that they represent a sizeable monetary loss as turnover rises. This being so, how reduce excessive turnover? Two ways immediately come to mind: (1) the preventive and (2) the corrective.

Preventive actions include, of course, careful selection-placement and sound supervision. The wrong man in the wrong job (the result of poor selection and placement) very often leads to dissatisfaction and voluntary job terminations. Inefficient management (poor supervision) often gives employees a distorted picture of the company's policies and attitudes and results in excessive quits.

HOW TO CUT DOWN TURNOVER

Corrective actions, designed to foster the twin objectives of (1) careful selection-placement and (2) sound supervision, touch upon most manpower management areas. These are discussed below, with a brief consideration of underlying causes which tend to increase turnover.

1. *Selection and assignment*

Inadequate selection and assignment methods may cause unrest and dissatisfaction among new workers. They may be placed on jobs too difficult for them or their skills may be underutilized. In either case, the new employee may become disgusted and quit in the hope of finding more suitable employment elsewhere. **Corrective action:** Establish an employment system wherein careful screening of applicants is the rule, not the exception. Establish realistic job requirements so that newly employed people are assigned to positions for which they are suited physically, mentally and by experience.

2. *Inadequate job information*

Inadequate information about the jobs, or the qualifications needed to fill vacant jobs satisfactorily, may result in the hiring of underqualified or overqualified workers. This can readily lead to worker discouragement and subsequent quits. **Corrective action:** Systematic review of job requirements to determine current, realistic requirements in terms of desirable skills, knowledge, aptitude and necessary personal characteristics or traits.

3. *Poor working conditions*

Unsatisfactory working conditions or surroundings may create worker restlessness and lead to quits. **Corrective action:** In order to attract and keep workers, physical surroundings should be carefully evaluated in terms of health and safety. Both State labor departments and the Bureau of Labor Standards, U. S. Department of Labor, can assist in surveying plants and suggesting improvements.

4. *Inadequate advancement program*

Lack of opportunity for advancement may result in dissatisfactions which may simmer in the worker's mind until he finally decides to quit. **Corrective action:** Composition of the work force, in terms of a job-skills inventory and job-requirements statements, should be known at all times. A well-defined and publicized system for promotions and transfers should be developed. This system should be designed to utilize the highest skills of the workers. The "Reference Manual for In-Plant Manpower Planning", issued by the Bureau of Employment Security, outlines a very helpful procedure for the preparation of a job and personnel inventory. For those specific jobs having no future promotional opportunities, full explanation should be given applicants before they are hired.

5. *Weak supervision*

Inadequate or poor supervision can frequently cause turnover. Guidance of workers is a basic and continuing responsibility of supervision, and is particularly important to the new worker. **Corrective action:** Study of quit pattern may pinpoint the extent of supervisory deficiencies. Selective training in areas of deficiency can help to overcome these weaknesses.

6. *Unsound wage plan*

An inadequate or unsound wage classification structure may give rise to discontent and ultimately to quits. New workers often wonder why they are receiving less money than an associate who is apparently doing the same type of work. **Corrective action:** Establish a job and wage evaluation system through the use of accurate information covering all details of the jobs which are being compared or evaluated. Wages should also be comparable with those for similar jobs in the local labor market. Inform workers fully regarding provisions of the plant pay system, especially the new worker when he is receiving his first orientation or introduction to company policies.

7. *Deficient training*

Failure to provide a well-organized and realistic training program may result in quits. Employees improperly trained in their new jobs may feel that their advancement is too slow and quit the organization for seemingly "greener" pastures. **Corrective action:** A comprehensive, yet tailored, training program should be considered. When needs have been determined to exist in the following areas, appropriate training should be conducted: (1) production skills, (2) supervisory development, (3) employer-employee relationships, and (4) induction, orientation and follow-up of new workers.

8. *Ineffective grievance procedures*

Delays in acting upon grievances or grievance machinery that is ineffective, cumbersome or difficult to understand, will often result in quits. **Corrective action:** A grievance plan that is simple to follow, developed jointly with representatives of workers if possible, and promptly executed in all instances.

9. *Industrial fatigue*

Monotony of repetitive operations, or performing heavy physical labor for excessive periods without breaks in the routine can foster dissatisfaction leading to quits. **Corrective action:** Providing rest periods, particularly for women workers, and utilizing rotation in job assignments to relieve monotony.

10. *Poor In-Plant facilities*

Lack of facilities and services, such as adequate rest rooms, eating facilities, rest periods and other health and safety provisions are major causes for turnover, especially among women workers. **Corrective action:** Most women workers have dual responsibilities—one for the job and one for the home—and these matters should be given due consideration by management in dealing with women workers. State labor departments may be called upon for assistance in surveying the plant and recommending suitable installations.

11. *Inadequate community facilities*

Poor community facilities such as housing, shopping, banking, child-care and recreation are causes of turnover among both men and women workers. This is particularly true of in-migrants who usually quit soon after they are hired if they are unable to obtain proper housing for themselves and their families. **Corrective action:** After determination of types and extent of services required, investigate, develop in collaboration with community agencies, suitable services and facilities.

HELP WANTED

PERSONNEL ASSISTANT: Large chemical company needs man with some industrial experience to assist personnel manager at northern Rocky Mountain plant with 400 employees. Reply Box 212.

INDUSTRIAL RELATIONS: Experienced in negotiations, NLRA and NLRB procedures, wage administration, etc. Human relations and administrative ability required. College background preferred. Willing to travel extensively. Reply Box 215.

Large oil company in Venezuela requires training supervisor with advanced academic degree or equivalent industrial background. Age limit 45. Experience in determining training needs, planning, development, coordination of training programs and preparing instructional manuals. Send full details as to educational background and experience. Reply Box 219.

Large oil company in Venezuela requires safety supervisor. Age limit 45. Experience in developing safety and fire prevention courses, investigations of accidents and their causes. Able to recommend preventive measures. Send full details as to educational background and experience. Reply Box 220.

Many hospitals are under-staffed—and overcrowded. Most aren't looking for more "customers". But practically all, in view of current or prospective fund-raising drives, recognize an imperative need for the goodwill of their communities. Here's a first-hand account of a hospital stay that suggested a need for better staff-patient communications.

Hospitals Need Better "Customer" Relations

By R. O. BECKMAN

Consultant on Personnel and Training

JUST what, in private hospitals, is the attitude of patients towards the staff? To what extent do nurses and attendants, in turn, understand and consider the attitude, moods, temperament and whims of the ordinary patient? Do they fully appreciate the therapeutic value to their charges of understanding and considerate treatment? Do they distinguish between misplaced sympathy and sincere rapport?

My personal experience in the course of a week's stay in a fair-sized hospital of excellent reputation, in a northern city of several hundred thousands, suggests that employee-patient relations are not what they could be. As a member of a firm of management engineers, I had had considerable opportunity to inquire into the efficiency of public and private institutions as to organization structure, business methods, and personnel policies. However, I had never been a hospital patient. I had looked in from the outside but never looked on from within. The adventure was revealing.

CASUAL, HURRIED TREATMENT WAS DISTURBING

I was a stranger in a strange town. Aside from the surgeon whose patient I was, I knew no one. I could expect no special consideration when I reported to the hospital, and no friendly inquiries or visits while there. After the routine of registration I was taken upstairs by a friendly office attendant who said: "This is your room; the house doctor will see you later." She hurried out before I could ask, "Where is a lavatory? Where could I take a bath? At what times are meals served?"

I needed no private nurse but was ignorant as to what service might be expected of a floor nurse. I looked around, sat down, and waited. A pretty student nurse thrust her head in at the door, said: "Oh!" and disappeared. After twenty minutes no one had brought up my heavy luggage so I made a trip down to the office and brought it up myself. I unpacked a few belongings when another nurse entered. Her only interest seemed to be in taking my temperature. She didn't know when the house physician would arrive but assumed I wouldn't have to leave the room and might therefore get myself comfortable. I asked her name, supposing that she would be in more or less regular attendance. I did not see or hear from her for the next five days. That evening a pleasant interne hurriedly thumped my chest and back and scurried from the room as if to catch the last train.

Next morning, after several unforgettable hours in an operating room, I was hauled back to my room, my head completely bandaged except for mouth and nostrils. I saw nothing and heard but little more. For the first time I experienced the overwhelming helplessness which followed on the curtailment of the two most vital senses. No longer self-reliant or self-sufficient, I had become dependent upon others for a large part of my sensory apperception of the outside world. I had to be fed with a spoon like a child. The extent to which my needs were realized was now dependent, not upon my own personality or effort, but upon the interest, attitude, or disposition of any attendant who happened to be in my room at the particular moment.

COMPLETELY DEPENDENT, HE CRAVED BETTER "COMMUNICATION"

At last I understood the biological necessity of adequate two-way communication in maintaining relations with others. At my end of the circuit, however, the walkie-talkie was barely operating; the physical shock of surgery amplified by a reduction of sensory perception had knocked my morale for a loop. For a couple of days I was doubtless the most querulous patient in the hospital. Communication from the staff was such that I was tempted to put up a sign: "Wanted—Better Bed Manners".

No one nurse ever made it clear that she had any assignment or concern in relation to my presence other than the one errand which brought her to my room. Routine functions seemed to consist of taking my temperature, making the bed, and serving a meal tray. Food appeared to arrive at any time, early or late, at the whim of some dietetic goddess in the lower regions. I mentioned to several nurses that the regular diet was too hard to chew under the circumstances, but nothing happened. I asked for coffee with my meals but apparently no report was made. I drank tea.

On one occasion I had reason to fear that an infection was setting in and asked a nurse to check with the house physician, provided he had not retired. After an hour's wait, I pushed the red light once more. A second nurse said she would check

on the first one. That was that. I was curious to know something of the hospital in which I found myself. No one volunteered any information and I learned a few details with difficulty.

Throughout my stay I was under the impression that the scheduling of work assignments was a kind of harum-scarum affair. The staff slogan seemed to be: "hurry, hurry, hurry". I was quite unable to determine *who* was responsible for *what*, or to whom I might be able to appeal if I failed to get action in relation to a specific need.

In the mental state in which I found myself at the outset, the lack of personal, friendly contact would have retarded my recovery in the event I had been seriously ill. Had I been a patient with no understanding of administrative problems, I would probably have attributed the situation to callous indifference and lack of interest on the part of the nursing staff. As it was, I realized that my bewilderment and depression were more directly the fault of management than of human nature.

MENTALITY OF HOSPITAL PATIENTS ABNORMAL

The staff seemed to give no thought to the mental state of patients—their ignorance about their new environment. The patient is curious to know something of the regimen to which he is to be subjected. He may be fearful and, like the country yokel, tends to be suspicious of what he does not understand. He may be unduly worried about medical expenses. He is overly self-centered. His faculties may be blunted or warped; they may deceive him. He may feel utterly lonely. Never before has he been in such need of support for his ego. His self-confidence, perhaps his very will to live may depend not only on his recognition of physical improvement but on the attitude of others towards him. An ounce of cheerful, intelligent understanding of the patient as an individual may be worth as much as a pound of pharmaceuticals.

Most any physician will agree with the foregoing diagnosis. Yet, how many hospital administrators will concede that conditions may be as I found them? For the superintendent who is in doubt, an analysis of "exit interviews" conducted when patients are discharged might reveal a lot. Standard attitude survey methods can be adapted to cover staff-patient relations, and to find precise answers to questions.

SOME QUESTIONS FOR HOSPITALS' SELF-APPRAISAL

Are nursing school applicants carefully screened to select those best qualified from the viewpoint of aptitude, personality, and temperament? Could standardized personality tests be used to advantage?

Is systematic training in human relations and the psychology of personality adequately provided in the nursing school curriculum? Do methods of teaching applied psychology include systematic discussion of actual case material? Could visual aids be used to advantage?

Are students given sufficient orientation and indoctrination regarding the parent institution? What if anything is done to orient the patient?

Are specific effects of human relations on operating efficiency discussed at regular staff meetings?

Are there factors of staff compensation, fringe benefits, hours of work, living or working conditions, which adversely affect employee attitude and morale in their contacts with patients?

Is classroom and on-the-job training properly correlated so that academic principles can be applied to the latter and experience correctly interpreted in the former?

Is the hospital organization clear cut and functionally operative? Is it charted, publicized, and understood by employees? Do duties overlap? Are areas of responsibility or assignment specifically designated?

Are supervisors and employees supplied with detailed job descriptions which clearly indicate duties and responsibilities?

Is supervision spotty because administrative responsibility is divided, perhaps among an officer manager, a medical superintendent, and a nursing supervisor?

QUESTIONS TO BRING OUT ORGANIZATIONAL AND TRAINING NEEDS

Is manpower adequate, excessive, or sparse? Is it equitably and logically distributed? Can it be readily adjusted to meet changes in work load?

Is there a systematic plan for training in supervision as an integral factor in the use of staff meetings?

Are supervisors trained to plan, organize, and schedule the work of subordinates and train them properly? Do they know how to organize their *own* work and delegate minor details?

Are executives and supervisors true leaders qualified to stimulate the interest of those under them in personalized service?

Is the motivating spirit of the staff patterned on the code of the medical profession or is it as impersonal as electric power used in mass production?

Any or all of these aspects of personnel management may be involved in constructive effort to improve staff-patient relationships. The size and complexity of most hospitals naturally tends to "institutionalize" them; this increases the size of the problem and amplifies the challenge to do something about it. Self-appraisal and diagnosis will be found to pay substantial dividends.

From one source or another, newspapers must have the news. If they can't get it straight from a company spokesman they may get a harmful version from an unfriendly source. This article suggests that in many companies it's the personnel man's privilege and duty to establish friendly newspaper contacts, to ensure "a good press" when an important story breaks.

Press Relations Often a Personnel Function

BY RAYMOND SIMON, Public Relations and Journalism
Instructor, Utica College of Syracuse University

THERE was no doubt about it, the strike was on. Negotiations had broken down, picket lines were about to be set up, and the union's national headquarters had sent a public relations man into the city "for the duration." In fact, he had already set up shop in an empty store on Main Street and was busy cooperating with the press.

The company's personnel man was busy too, but not so far as the press was concerned. To almost all questions from newspapermen he had one stock phrase, "No Comment," and he used it ad infinitum. Result: for the entire six-month-long strike the union got an excellent play in the daily press while the company's story received scant mention.

UNDERSTANDING COMES FIRST

Far-fetched? Well, it actually happened to a company employing 1500 men, and it's happening to companies all over the country today because far too few personnel men understand the need for good press relations. In the days of "the public be damned" there may have been reason for not caring about the press, but that reason has long since disappeared. Today, more than ever, business needs a good press, and the best way to get one is to deserve one. This article aims to delineate some A-B-C's of good press relations, particularly as applied to personnel people.

Why should personnel men need to understand the fundamentals of press relations? For the simple reason that they are in the forefront when the press is most interested in news about the company. Let's face it: wage disputes, strikes, layoffs, mass firings, and mass hirings are *News*. In many companies, it is true, trained public

relations people act as buffers between the newspapers and the personnel department. But in far more companies there is no buffer and the personnel man must handle the press himself. To handle the press, he must understand the press.

This means first to recognize the fact that your daily newspaper is a business. It deals in news. Just as your plant would have to close down for lack of raw materials, so a newspaper would have to shut up shop if it had no news. In effect, every personnel man who says to a reporter, "No Comment," is actually withholding from the newspaper its raw materials.

And, just as your firm would look elsewhere if denied its regular supply of materials, so the newsman looks elsewhere if you deny him news. Instead of getting first-hand information from you, his only recourse is to secure second-hand information from someone else. All too frequently, of course, the information is completely untrue, partially untrue, or downright misleading. You then end up by issuing denials instead of making positive statements, by demanding retractions instead of calling up to thank the paper for handling the news so capably.

Obviously, the matter of understanding encompasses not only the newspaper and the newsman, but the news as well. Unfortunately, not many personnel men are gifted with the proverbial "nose for news" and hence need some briefing on the meaning of the word. Fortunately, however, there are a few simple rules of thumb applied to the recognition of news.

WHAT IS NEWS?

As far as personnel men are concerned, news can be defined as anything that happens to or affects people; the more people affected, the more newsworthy. Let's apply this simple rule of thumb to a common sphere of personnel work: hiring. Today your firm hires two men. Is this news? It is, but only to the two men and their families. Would the paper be interested? No.

However, if today your firm puts on 50 or 100 men, that's news which concerns many people. The paper will definitely be interested and will undoubtedly print the story. In like manner, the paper will be interested in news about a new contract with the union, a new \$100,000 order which the plant has just received, high-level promotions within the firm, changes in the hours of work, and other events which affect either the people in the firm or the community as a whole. The smaller your town, the less momentous your news must be to get a play.

What some personnel men fail to realize, however, is that they must be willing to reveal the bad as well as good. Just as it's news when the company hires 200 men, so is it news when the company lays off 200 men. Agreed, this is not the kind of news you'd like the public to learn about, but you may as well face the fact that you have little chance to keep it from the newspaper's many good ears. Rather than attempt to hide it, by all means call in a reporter, give him the facts, explain them, and rely on his judgment to present the news in as good a light as possible.

And by all means learn to rely on the average reporter as a friend in whom you can confide. One can count on his fingers the number of muckraking newspapers and newspapermen in the country today. With the exception of some of our larger city papers, the newspaper of today is a community booster, friendly to a company like yours because your continued success is good for the city. The reporter who is assigned to cover your story knows this and hence is more than ready to give you a break in the news if you deserve one and if you treat him squarely.

GIVE OUT YOUR NEWS WHILE IT'S HOT

Treating the reporter in such a manner means that you need to understand the relationship between time and news. If you hire 200 men today, then *today* is the time to give this information to the paper. Timeliness is the lifeblood of news; the more timely a piece of information, the more newsworthy it is. And if your city is serviced by both a morning and an afternoon paper, there's a rule of thumb you can apply here also. Usually, anything which takes place between noon and midnight is within the proper province of the morning paper; an event occurring between midnight and noon is timely for the afternoon paper.

This necessity for meeting deadlines poses one of the biggest problems in press relations for the local personnel man who can't do or say *anything* without the approval of the home office. It's the problem faced by the personnel head mentioned earlier in the article. He said, "No Comment," to reporters' queries because he had to get approval from his New York office before releasing any information. Actually, of course, the New York office through this policy made him an office boy, and the union in this case was quick to reap press benefits from the situation. Centralizing authority may have advantages in other cases, but not when it comes to press relations with the local paper. If he's to be worthy of his name and position, the personnel man has to be willing to argue his case for local authority in dealing with the local press on matters of a timely nature.

Far-sighted managements, of course, have long recognized this principle. In releasing company news of local interest, no matter how important or how trivial such news may be, these managements take special pains to release it through local company officials. Such managements do this because (1) they realize that newspapers thrive on local news; (2) they know that local names have more meaning to a community than those of officials who live out of town; and (3) they understand that the need for timeliness in news calls for delegation of responsibility to the men on the scene. Such managements, one might add, usually have good press relations.

When I showed this article to a personnel acquaintance of mine he agreed with most of what I have written, but he wanted to know what to do when in doubt. Unlike football, I told him, when you're in doubt about press matters you don't punt, but simply allow the newspaper to carry the ball. Some of you may have noticed, for example, that there's no mention in this article about the *writing*

of news stories. The omission is deliberate, for this article is written on the 'presumption that you're a personnel man, not a reporter or newswriter. All you need to do is to supply the newsman with information and he'll take care of the writing.

In fact, if you're at all serious about press relations you'll begin today to develop them. How? By making a personal call on the city editor, the man who is responsible for all local news appearing in your daily paper. If you'll time your visit between 3 and 5 p.m.—the period when he's least likely to be busy—you'll discover that the city editor will be only too glad to meet you.

You don't need to make an elaborate speech. Introduce yourself, tell the editor that you may have news for him from time to time, and ask him how you should go about passing it on. He'll tell you to call the city desk by phone, or will suggest a specific reporter. You'll learn with the passing of time that this reporter will be calling *you* instead of vice versa. In newspaper parlance, this means that you've become a part of his beat. When this happens your press relations have come of age.

About the Authors

Dr. Eugene E. Jennings, formerly with the University of Wisconsin, is Assistant Professor of Industry at the Wharton School of the University of Pennsylvania in Philadelphia. He holds a Bachelor's degree in psychology, Master's degree in Industrial Engineering, and a Ph.D. in personnel from the State University of Iowa. He serves as consulting psychologist to the Monsanto Chemical Co., and is associated with the office of the Chief of Ordnance, Washington, D. C.

B. W. Cardwell is Personnel Director for The Citizens and Southern Banks in Georgia. For 11 years previously he had been Personnel Director of the South's largest department store, and for 2½ years was with the Bureau of Naval Personnel. A graduate of the University of Virginia, he instructed in math and science at Episcopal High School, Alexandria, Va., and was coach and athletic director at that school for 10 years.

Boris Blai, Jr. graduated from Swarthmore College and has a Masters Degree in Psychology from Temple University. He had one year as Personnel Director in a printing plant and since then has been Civilian Director of the Philadelphia Quartermaster Depot.

R. O. Beckman has been active in research and administration in the field of personnel and training for many years, both here and abroad. He is now engaged in consulting work, independently and for Griffenhagen & Associates, management engineers, and makes his home at 164 West 16th Street, Hialeah, Florida. Mr. Beckman is the author of "How to Train Supervisors", standard text in its field, and an associate of the American Psychological Association.

Raymond Simon is an instructor in public relations at Utica College of Syracuse University, Utica, N. Y. He heads up the public relations major at the college—one of six schools in the country offering a degree in Public Relations. Mr. Simon was recently selected by the Armed Forces Institute to serve on a national panel to nominate a public relations text for use in the services.

Wade E. Shurtleff is Director of Industrial Relations of the Standard Products Company, Cleveland. He was head personnel man at Willys-Overland Motors and Apex Electrical Manufacturing Company. He has written many articles and books and was Associate Editor of the Bureau of National Affairs. He is a graduate of Ohio University.

Unquestionably, there is plenty of room for improvement in employee relations. To look into the mirror occasionally is good for us—if we firmly resolve to do something about defects reflected there. A full-length mirror is held up before us in this piece—a digest of a talk heard recently by the Personnel and Industrial Relations Association (PIRA) of Los Angeles.

Humbugs of the Personnel Movement

BY WADE E. SHURTLEFF,
Director of Industrial Relations,
Standard Products Company, Cleveland

“THE idea that we are making substantial progress in solving our employee relations’ problems,” a mid-western personnel director recently wrote me, “is one of the greatest hoaxes of modern industry.”

This was in answer to a questionnaire sent to 500 personnel people to sound out the progress they felt we are making in meeting our personnel problems. Nor was he alone in pointing out some of our humbugs, a few of which are discussed in this article.

One of the first things many of us attempted when we were brought into industry during the latter thirties, following the passage of the Wagner Act, was to centralize all personnel functions; to take the personnel function out of the hands of the line organization, where there might be one supervisor for every 20 to 40 employees, and place it in the personnel department.

RELATIONSHIP WITH EMPLOYEES BECOMING LESS PERSONAL

The result was often a more impersonal relationship between the individual employee and management than had existed before. The fact that we were dealing with a union was our excuse for thinking of human relations almost solely as a matter of collective bargaining, of our employees as a group—not as individuals.

It’s a pretty lame excuse. How are we going to have good collective relations with our employees unless we first achieve good human relations? We have been trying to achieve good human relations the easy way. This, of course, is to think

that we can negotiate good human relations into the annual contract—to think that we can achieve good relations by merely sitting at a table periodically with the union committee.

This is not to minimize the importance of contract negotiations, and the skill required. But even here we too often fall down. Many of us do our bargaining by remote control and end up with ready-made contracts—made in Detroit by General Motors, in Pittsburgh by U. S. Steel, or by some other pace setter.

A few years ago General Motors signed an agreement with the UAW-CIO to pay for six holidays a year. Hundreds of our companies immediately copied the holiday provision word for word. Then, with the passage of time, the unhappy realization began to dawn that holidays fall on Saturdays as well as weekdays. What to do about it? The contract provision definitely stipulated that holidays would be paid only if they fell on a regularly scheduled work day. Holidays falling on Saturdays need not be paid. But a check with GM people revealed that General Motors would pay for holidays which fell on Saturdays. Other companies docily fell into line.

The GM agreement to pay for six holidays had been in lieu of a specific cents-per-hour increase, equivalent to the payment for six holidays. If fewer than six holidays were paid for, then the union would not have received the cents per hour for which they had bargained. Hence the holiday provision was proper and logical in GM's case. This was not necessarily the case for the other companies that followed in line.

ONE COMPANY'S MEAT MAY BE ANOTHER'S POISON

Another example of widespread copy-catting was the General Motors' escalator agreement, providing for a wage boost of one cent for every 1.14 per cent rise in the cost-of-living index. The ink was scarcely dry before personnel people were copying down the same agreement, using the same 1 for 1.14 formula, though it bore no relation to the wages in their specific plants. The one cent to 1.14 index point ratio in GM's case was obtained by dividing the average hourly rates of GM workers (approximately \$1.485 in the spring of 1948) into the BLS Index for April 15, 1948 (169.3). If this ratio was correct and proper for the companies that copied GM's agreement, it was purely accidental.

The same can be said of GM's "annual improvement factor" increase of three cents provided for in the 1948 agreement. This was approximately 2½ per cent of average GM wages. Other companies followed suit and granted three cents. But in their case it often amounted to more than 2½ per cent of their average wages. And in 1950 when GM upped the amount to four cents to maintain the 2½ ratio, many of these other companies automatically made a corresponding change.

These are but a few of the examples of contract-provision-lifting which could be cited. Nor does this pattern-following end with labor agreements. For many of us, personnel management is just a game of follow-the-leader. It's just too easy to fol-

low a pattern—checking to see how the other fellow handles the problem and doing likewise, be it wage increases, employee discounts, rest periods, training, pensions, vacations, quitting and starting times, seniority provisions, scrap drives, open houses, turnover, absenteeism, communications, or maternity leaves.

Of course we have a nice name for copy-catting—we call it “following the trends”. Let’s look at where these trends are taking us. One trend has been to grant across-the-board increases of so many cents per hour to the sweeper as well as to the toolmaker. In 1940 a south-eastern firm paid its sweepers 70 cents an hour, its toolmakers \$1.40 an hour. Then, there was a 100 per cent spread between the lowest and highest jobs. Today the sweepers receive \$1.40; the toolmakers \$2.10. The spread is 50 per cent.

The cost of living goes up 2 per cent. The firm with an escalator clause and average earnings of \$1.50 an hour gives all of its employees a 3-cent increase. Thus the \$1.20 per hour sweeper receives an increase of $2\frac{1}{2}$ per cent; the \$2.00 per hour toolmaker an increase of $1\frac{1}{2}$ per cent.

For the past decade we have been compressing our wage and salary schedules, levelling off our wage payments, and reducing the incentive to aspire to and work for higher skilled jobs—having the same effect on the holders of highly skilled jobs in the factory that we claim federal taxation policies have on professional and executive personnel. Our excuse is that we have been “forced” into this position by the unions. Ironically, many of us follow this same principle of granting increases to our unorganized employees, where union pressure is not an immediate factor.

CRIMES COMMITTED IN THE NAME OF “SENIORITY”

Extensive seniority provisions are another innovation of rather recent years. In one company they went so far as to make seniority the determining factor in who works near the windows in the summer, and next to the radiators in winter. Some companies have thrown in the sponge completely. “Seniority,” they say, “is the union’s baby, to do with as they will.”

“How does a young fellow get ahead in the shop?” asked a student after spending four years learning the machinist’s trade in a technical high school. “Well, son,” the president of an international union replied, “in this town you find a good vacant lot in the heart of the industrial section. Then plank your fanny down there and wait. When someone builds four walls around you, then you have top seniority.”

In some instances we have even helped to enforce production ceilings. An employee of an eastern company recently appealed to the NLRB on the basis that his company had fired him, at the union’s insistence, for producing too much. He was ordered reinstated with both the company and the union paying him for back wages.

Rigid labor agreements, wage practices, seniority provisions, and production ceilings are making a mockery of free enterprise at the bench, at the machine, and on the assembly line.

We talk of the individual, personalized treatment of people as the answer to many of our human relations problems. But all the time we are lessening the worth of the individual. One of the greatest indictments of many personnel people is that they have ignored, and sometimes even aided, certain labor bosses and dictators in suppressing the civil liberties of their employees. Admittedly, most cases of the denial of civil liberties are not spectacular. But they are cancerous. And they have spread to the point that most personnel people are cynical and calloused to them. "Why," we ask, "don't the members of these unions clean house?"

A church deacon, employed as a machinist, asked the company personnel director his advice about how to protest the union's tactics, with which he disagreed as a member. "I wouldn't advise it," the personnel director replied in all honesty. "The union might make things rough for you out in the shop. The damnable part of it is that I'd most likely have to end up firing you." How many of us would have to give the same advice?

EFFECTIVE TWO-WAY COMMUNICATION A CRYING NEED

Notwithstanding the collective approach we are using in personnel management, we still insist that we want to give our employees a sense of "belonging," to have them identify their own objectives with those of the company, to give them a sense of participation. Here is what Fortune Magazine had to say about this:

"The enterprise system by and large *excludes* the worker from the process of enterprising. He is a hired hand who is not supposed to concern himself with such arcane matters as productivity and costs, let alone sales and competitive prices. His brains are not wanted, his love of competition is rejected, his need for incentives other than monetary is dismissed. He is treated as an outsider."

One of the major reasons for this failure, many of us say, is the lack of effective, two-way communication between management and its employees—a very popular subject among us these days.

A cursory examination of the more than 8,000 house organs put out by industry makes one wonder if anybody is listening to what we are saying. What purpose do many of these publications serve? The payoff of house organs supposedly comes from a better understanding by employees of company problems—production, costs, sales, competitive prices, and the like. But what happens? Somebody in Arkansas writes an abstract treatise on profits, and several hundred house organ editors reprint it. Result? Subjects which, if related to the company itself, would be of great interest to our employees are instead by-passed as obvious propaganda.

Our communications program in large part has been psychologically unsound, abstract, defensive, negative, and in some instances downright contemptuous of the very people with whom we are attempting to establish mutual respect.

How are we going to solve the many problems confronting us in personnel management? Many of us have the romantic and idle dream that the new administra-

tion will do the trick. While decrying state interference in business, we at the same time hope government will solve our labor problems—a type of day-dreaming which is not without precedent on our part. During the war many of us welcomed the intervention of the War Labor Board in industrial disputes. It was the easy way. "Let the WLB handle the dispute."

Then when we were faced with the unionization of our foremen, we moaned and cried for a law to bar foremen from unionization. It was one of the most disillusioning confessions of failure ever made by management. For just how effective have we been if our foremen look to unionization? Just how effective is a supervisory force that is not unionized only because organization on their part is not afforded the protection of the law?

WE—NOT THE GOVERNMENT—MUST DO THE JOB

Later we were confronted by the drive for pensions. Again we looked to the government. The very men who, a couple of years earlier, would have called out the un-American Activities Committee to investigate you if you had made the suggestion that the government should provide pensions for all—now told the union and everybody else who would listen that pensions were the concern of government. They out-Townsended Townsend. And when the union hitched employer contributions to Social Security benefits, we saw these same men plunking for bigger Social Security benefits so company pension obligations would be proportionately lowered.

With Korea was born the Wage Stabilization Board. Many personnel men began to negotiate economic settlements which they hoped the board would later knock down. As a member of the regional board in Cleveland I recall a wage increase which was submitted to us with strong arguments by the company to the effect it would be practically forced out of business if the increase was not granted. But when the company's representatives were contacted personally by industry members of the board, the story was different. They wouldn't mind in the least, in fact would welcome it, if we would deny the wage increase. Nevertheless, we passed the petition. Then the company appealed the case because we had approved it. The management of this company was not alone in lacking the guts to negotiate an economic settlement without government interference.

Edmund Burke once said: "The only way for evil to triumph is for the good people to do nothing about it." Well, there's a lot of evil today in labor relations, there is a lot of house cleaning for us to do, and it is time we do something about it.

Ability to Speak Well Marks the Leader

by Harrison Terrel

"Ability to speak well no longer is a professional art to be mastered only by lawyers, preachers, teachers and entertainers. The man preparing for leadership in business needs this ability too, because business leadership expresses itself primarily through speech."

That's the considered opinion of the President of National Cash Register Company, quoted by William Phillips Sanford and Willard Hayes Yeager in the recently published third edition of their book *Practical Business Speaking* (McGraw-Hill, 1952, 322 pages, \$4.50).

"In every line of business and in every profession," the authors point out, "men are judged by what they say and how they say it. . . . To the man who demonstrates that he has the ability to think through his problems effectively and speak on them persuasively go increased responsibilities and increased rewards, while the ineffective talker usually has no hope for either. Effective speaking, therefore, should be the aim of everyone who hopes to succeed in all those occupations which require extensive contacts with others."

SILENCE NOT ALWAYS GOLDEN

How often have you seen this happen? You are sitting in on a conference that's been called to consider an important matter and determine the best course of action. The president of the company has stated the problem, given background informa-

tion, and finally asked for expressions of opinion. Then immediately one of the group, with no exceptional endowment of brains or ability beyond that of the others, lifts himself momentarily above his fellows by his ability to get up on his feet and start talking.

Such ability, it might be said, is mainly a capacity to think fast rather than to talk well. But it isn't necessarily so: the man has learned to think on his feet. He seizes the initiative by taking the floor at once, before either he or the others have collected their thoughts. He may start talking generalities—amiable nothings. But before long he is talking directly to the subject, making points that by this time you and others hoped to present. The very fact that the man is "easy on his feet", that he enjoys getting up before a group and saying his piece, gives him an advantage that is hard for less facile speakers to overcome.

GOOD SPEAKERS SERVE BUSINESS

To make oneself ready to speak up in a conference or small group discussion, of course, is only one reason—and perhaps a minor one—for the personnel man to try seriously to improve his speaking ability. Authors Sanford and Yeager mention individual success as the first reward that may be won by the accomplished speaker. But they follow up quickly with mention of improved employee relations which result

from better communication. The better *public* relations that follow when company executives are able to speak effectively before organizations are also stressed. Company people have many opportunities to promote better understanding and earn goodwill if they are ready and able to talk well before men's luncheon and "service" clubs, women's groups, college students and faculties, business and professional conclaves.

"Business organizations," say the authors, "having a keen awareness of their public relations problems, are taking more and more interest in providing the kind of training needed to make their employees more effective public relations officers; they are offering them training in effective speaking along with other courses."

PERSONNEL MEN NEED SPEAK-ABILITY

As far as a company is concerned, the main interest of every community is in the people who work there—their welfare and progress. Who, if he is a good speaker, is better qualified to talk about company people than the employee relations man who knows them best?

The authors mention a "distinguished engineer" who was honored by the university from which he had graduated. After the ceremonies, a reporter asked him what courses he would take if he were to go to college again. His answer was that he would certainly take all of the courses in effective speaking he could get.

Many readers will agree that school courses and activities that give a lad confidence and proficiency in talking before groups are among the most practically useful in nearly any kind of business. Your reviewer's opinion is that there should be much more emphasis on such courses and activities, starting in high school and continuing right through college, and that some of them should be "required" rather than elective.

Granted that the personnel man agrees with most of what's been said, and would like to make himself a better speaker: what can he do about it now? Will books help him? What books?

Some answers to the first question come to mind immediately. He can "take a course". He can enroll with, or even organize, a like-minded group for instruction and practice. He can gain "confidence on his feet" with Dale Carnegie or one of his kind.

MANY BOOKS ON BETTER SPEAKING

To the second question, "Will books help?", the answer is yes, with the usual reservation about self-help from books. That is, books will help if a man's seriously determined to be helped, and practices what they teach.

As for "what books?", "Practical Business Speaking" is among the best, as attested by its continued popularity since the first edition came out in 1929. The authors have taught speaking for many years and have conducted speaking courses for business people in more than one hundred kinds of business. Both are university professors.

The book has twenty-four chapters under three main headings: "Principles of Business Speaking", "Types of Business Talks", and "Business Interviews, Conferences and Discussions". Chapters deal with organizing and delivering talks, making ideas attractive to the particular audience, the importance of personality in speaking, planning and conducting meetings.

Despite the fact that the book flows along in a business-like way, it may seem rather text-bookish in flavor. Less so is a comparatively small, easily handled book of 118 pages, called "Speak With Ease". Written by Russell Conwell Ross, this was published by D. Van Nostrand Co., Inc. of New York in 1950. Mr. Ross says his is

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OTHER GOOD BOOKS ON SUBJECT

"Effective Radio Speaking" by William G. Hoffman and Ralph L. Rogers, published by McGraw-Hill in 1944, gives much advice which is equally applicable to non-radio speaking. For example, the speaker is told to avoid tiresome clichés and "stale fancy phrases" that may once have been good but that have lost their savor. Forty-two such phrases are listed, including *add insult to injury*, *agree to disagree*, *conspicuous by their absence*, *moral victory*. Fifteen outworn similes follow, like *brown as a berry*, *flat as a pancake*, *warm as toast*.

"Public Speaking for Everyone," by James W. Armstrong (Harper and Brothers, 1947) is among the best we've come across. One thing we like about it is that it's broken up into inviting snatches with italicized subheadings. For almost every precept there's an example. Each of the book's seven parts, after the first, has its own "foreword" that tells you what to look for, and why.

Finally, for the reader who likes a "popular", not to say "racy", style, "Tested Public Speaking" by Elmer Wheeler is still good. This was published by Prentice-Hall in 1939. Mr. Wheeler, you know, is the "tested selling sentence" man who exhorts us to "sell the sizzle, not the steak." In this book he tells us, "Whatever you are going to talk about has a sizzle"—and goes on from there with the boundless verve that has become so familiar. He says a speaker must "put himself across" in his first ten seconds.

Personnel Research

The Incomplete Sentences Technique as a Measure of Employee Attitudes. By Edward P. Friesen, Stevenson and Kellogg, Ltd. *Personnel Psychology*, Vol. 5, No. 4, Winter, 1952, 329-345.

There are two trends in methods used to appraise employee attitudes. The most commonly used methods are direct questionnaires or rating scales. There is another trend, however, which relates to the development of more indirect, subtle methods such as the semistructured interview and projective techniques.

Projective techniques might be expected to be truer measures of attitudes than ordinary direct-method questionnaires, because they tend to reveal inhibited, unconscious feelings and attitudes. They should be freer from the bias of the employee and they usually allow for a wider range in the content of the replies.

Most projective techniques such as the Rorschach are rather difficult to administer and interpret. One projective technique which is relatively simple to develop, administer, and interpret is the incomplete sentences technique. In this study a series of incomplete sentences was used to measure (1) Attitude toward the working situation, (2) Attitude toward the actual work done, (3) Attitude toward self or personal adjustment, and (4) Attitude toward leisure.

The employees measured in this study were a group of women office workers employed by a large metropolitan newspaper. The majority of them were under thirty years of age and had been employed from six months to four years at the time of the study.

The author prepared a blank consisting of 100 incomplete sentences, and 81 of these items appeared to be discriminating. The blank was validated against a criterion of fellow-employee ratings. The incomplete sentences replies were also studied in relation to the stability of employment and ability to gain acceptance by fellow employees.

The following items taken from the blank will give an idea of the type of incomplete sentences which were used:

- 3. Some other job here would be
- 20. The trouble with my job
- 42. After work I relax by
- 46. Compared to other supervisors mine
- 73. I'd quit my job, except that
- 88. The opportunity to say what you think around here

One of the difficulties of a blank of this sort is to find a reliable method of scoring. The author describes the scoring guides which he developed and the weighting which he gave to different types of responses.

In spite of the shortcomings of the method, its experimental use in other organizations would appear to be justified. No data are presented to indicate that this technique is an improvement over the direct-method questionnaire, but the study indicates that incomplete sentence stimuli can be adapted to the measurement of attitudes.

Perhaps this review should close with a warning that the incomplete sentences blank appears deceptively simple. This is not a method that can be used effectively by untrained or inexperienced personnel workers.

Across the Editor's Desk

With the Local Personnel Associations

TOLEDO PERSONNEL MANAGERS' ASSOCIATION met on January 7. A panel of outstanding leaders in Toledo industry discussed "The Evaluation and Development of a More Effective Personnel and Industrial Relations Department."

CAPITAL DISTRICT PERSONNEL ASSOCIATION draws its membership from around Albany. Officers for the current year are Douglas J. Hanor of Sterling-Winthrop Research Institute, Rensselaer, New York, President; John E. Van De Car, Mica Insulator Company, Schenectady, Vice President; and Ernest E. Kellogg, Consultant Industrial Relations, Troy, Secretary. Highlights of 1952 were a series of plant visits to Behr-Manning, Inc., Mica Insulator Company, New York Telephone Company, and TV station WRGB, Schenectady. In October the featured speaker was Hiram S. Hall, Industry Representative of the Wage Stabilization Board.

PERSONNEL WOMEN'S GROUP OF LOS ANGELES announces new officers: President, Greta Wolff, Interviewer, Lockheed Aircraft, Burbank; Mary Allen, Employment Representative, Southern Counties Gas Company, Publicity Chairman; Julia Marshall, Department of Employment, Membership Chairman; and Helen Hinkle, Personnel Manager, Hartwell Manufacturing Company, Treasurer.

PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE met January 28 to hear about "Current Problems in Unemployment Compensation." R. E. Chislett, Employee Relations Department, Esso Standard Oil Company in New York, was the speaker. Mr. Chislett spoke on many of the unpublicized activities which cause rate increases for unemployment compensation.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION publishes the *Cupa News*, a mimeographed monthly magazine. The December issue features a current membership list, the results of an office hours survey, and an article on employee-management relationship. L. H. Glander of Michigan State College, East Lansing, Michigan, is editor.

BEAVER VALLEY PERSONNEL ASSOCIATION of *Pennsylvania*, has sent us their 1952-53 handbook. A. D. Webster, of the Armstrong Cork Company, is President. William D. Kramer, of the Spang-Chalfant-National Supply Company, is the Secretary. Bert Hough, Director, District 20, C.I.O., was the speaker at the January meeting.

SEATTLE CHAPTER PACIFIC-NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION announces that officers for the new year are Neil K. Smith, President, Donald E. Forsander, 1st Vice President, and Peggy Froelich, Secretary. The speaker at the January meeting was Herb Hill, Rehabilitation Consultant of the Washington Temperance Association. He spoke on "Why Alcoholism Is an Illness."

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION heard John A. Hill speak on "People and Profits in 1953" at the January meeting. Mr. Hill is President of the Air Reduction Company, Inc., New York. Clyde W. King is President of the Association, W. L. Ingraham is Vice President. The Association's *Personnel News Bulletin* mentions two articles in the October *Personnel Journal* as being especially good.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO listened to Dr. Herold C. Hunt

describe "Education as a Venture," at the January meeting. Dr. Hunt is General Superintendent of Schools in Chicago.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES turned the January meeting into a "ball" for their first Ladies Night program. The speaker was Larry Appley.

CALIFORNIA TRAINING DIRECTORS' ASSOCIATION had a husband and wife team as the double-feature attraction in January. Harry Allen Overstreet and his wife, Bonaro Wilkinson Overstreet, discussed "Building Sound Human Relationships." The Overstreets have developed a peculiarly effective form of team-lecture. Mr. Overstreet is the author of "The Mature Mind". Mrs. Overstreet has written several books, and the two have collaborated on other books.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION asked "Is Personnel Here to Stay?" at the January meeting. Dr. Millard C. Faught answered the query—we trust in the affirmative.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in its attractive magazine, *Personnel Panorama*, for December describes the Victoria Conference with enthusiasm. Highlights of the conference have been presented in *PERSONNEL JOURNAL*. Pictures in *Personnel Panorama* confirm the impression that the conference was unusually well-attended and lively.

APPLETON PERSONNEL ASSOCIATION, of Appleton, Wisconsin, continues its plan of touring plants. In January the group went to see the Appleton Coated Paper Company. Several members acted out situations that come up in industrial relations, for the programmed part of the meeting. Discussion followed the dramatics.

CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA publishes *Personnel News*. The monthly sheet covers current developments in public personnel administration. The December issue gives a comparative chart of "Time-in-Grade Requirements for Promotion in Police Departments." Practices of 17 American cities are shown.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO devoted the January meeting to a proposed amendment to its Constitution. The amendment is on membership requirements.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE heard about "Research to Evaluate Personnel Activities," at the January meeting. Floyd Mann, Assistant Program Director, Institute for Social Research, University of Michigan, was the speaker.

WOMEN'S PERSONNEL GROUP OF PHILADELPHIA saw a movie "The Supervisor as a Leader" at the Christmas meeting. *WPG News* has a couple of informal book reviews, one on the three books by Rudolph Flesch, on plain talk, readable writing, and clear thinking. Mr. Flesch and his books should be familiar by now to most PJ readers. The reviewer warns, "... don't start any of the books with the intention of using them for pick-up, off-and-on reading. Even though they are designed to teach you something, the sugar coating is so palatable, you'll find them hard to put down!"

ASSOCIATION OF NEWSPAPER PERSONNEL AND INDUSTRIAL RELATIONS EXECUTIVES circulates a monthly newsletter. The Association also holds an annual two-day conference. Stewart Hooker, Personnel Director, The Philadelphia Inquirer, is President of the Association.

At the Workshops

AMERICAN MANAGEMENT ASSOCIATION is sponsoring a series of workshop seminars. More than 1,500 executives from all sections of the country will pool business and industrial experience for the seminars. Between February and June the A. M. A. will conduct 102 intensive small-group discussions of specific management problems. Tailored to the professional interests of executives in the major branches of business management, seminar subjects are drawn from the fields of finance, general management, manufacturing, marketing, office management, and personnel. Thirty of the groups will meet at the Palmer House, Chicago, and the remainder at the A. M. A. Management Center in the association's offices, 330 West 42nd Street, New York City.

TEMPLE UNIVERSITY HELD A COMMUNICATIONS CLINIC FOR INDUSTRIAL EDITORS, January 18-20, in Philadelphia. Millard C. Faught, President, The Faught Company, New York City, spoke on "To Communicate One Must First Tangibili-

tate." Hugh C. Hoffman, Associate Editor, *The Public Opinion Index for Industry*, spoke on "Measuring the Impact of Company Publications." "The Questions and Answers Column in an Industrial Publication" was the subject of a talk by Frederick W. Steiner, of the Detroit Edison Company. Other speakers were John F. Simons of the General Electric Company, New York; John W. Fulton, Executive Secretary, National Industrial Recreation Association, Chicago; Edward H. Schmidt, Associate Editor, *The Reader's Digest*; J. Homer Winkler, Technical Advisor, Battelle Memorial Institute, Columbus, Ohio; Jerry Callahan, *The Philadelphia Bulletin*; and Daniel D. Mich, Editorial Director, *McCall's*.

MOUNTAIN STATES EMPLOYERS COUNCIL of Denver, has sponsored two workshops recently. The Seventh Office Workers Survey of wages and fringe benefits was explained and discussed at the fall workshop. The December workshop was concerned with employee attitude or morale surveys.

Looking Over the Employee Magazines

DEPARTMENT OF THE ARMY publishes a well-illustrated magazine, *Army Information Digest*. The publication, of "digest" size, is printed on coated paper. The January issue carries an article, "Completed Staff Work—The Commander's Part," by H. A. Damminger, chief, Industrial Mobilization Division, Office of Programming, Munitions Board. The article deals with the delegation of responsibility. An accompanying chart presents both sides of the picture: how to do it (completed staff work); and how to get it. The author lists six suggestions. 1. Know the problem. 2. Make one individual responsible for the solution. 3. State the problem clearly, precisely; explain reasons, background; limit the area to be studied.

4. Give from your knowledge and experience in the problem. 5. Set a time limit; or request the assignee to estimate a completion date. 6. Assure your subordinate that you are available for discussion as work progresses. *Army Information Digest* is edited and published under the supervision of the Commandant, Armed Forces Information School, Fort Slocum, New York. It has a monthly distribution of over 50,000 copies. Myron K. Barrett, Lt. Colonel, Inf, USA, Editor, was kind enough to send us a copy.

COLONIAL WILLIAMSBURG publishes a monthly newspaper, *Colonial Williamsburg News*, for and by employees. The December issue announces the opening of a central

employment office in a broadened personnel program. It also describes a revised plan that allows a more flexible use of vacation bonus. The paper makes it evident that the most modern personnel policies are used in this Colonial Restoration. Van MacNair is the managing editor. Richard W. Talley, Director of Personnel Relations, thoughtfully sent us the paper.

THE CHAMPION PAPER AND FIBRE COMPANY, of Hamilton Ohio, has a top-notch monthly publication, frequently mentioned in these pages. The Christmas issue of *Stet* reports on the House Magazine Institute's first regional workshop. Other meetings noted are conferences of the Rochester Industrial Editors' Association, and of the American Railway Magazine Editors' Association. The South Atlantic Council of Industrial Editors met in Statesville, North Carolina. A picture story in the same issue emphasizes the importance of getting correspondents for house magazines together. Eastern Gas and Fuel Associates, Boston, according to the article, hold such meetings regularly for education, indoctrination and inspiration. *Stet* is edited by K. C. Pratt Incorporated, 50 East 42nd Street, New York 17.

FACTORY MANAGEMENT AND MAINTENANCE for January carries two articles of unusual interest. Kenneth M. Piper of Motorola, Inc., Chicago, writes about Motorola's imaginative plan that keeps workers sold on profit sharing. Mr. Piper's

work has come to the attention of PJ readers in several recent issues. He explains that Motorola builds up interest in profit sharing by employment advertising, booklets, an indoctrination movie, sponsors, and letters to employees. The company maintains interest in the plan by welcoming the employee as a participant, by frequent posting of the account book, by "pulling out the stops" when the company contribution is posted, by contests and by maximum publicity of company contribution, to mention only some of the methods used.

A second article, "NAF—Training Ground for 50,000 Foremen," describes the National Association of Foremen. "It's not a union, though some executives mistakenly think it is. It's not any other kind of pressure group, either. It's a big, growing organization of men who think good supervision is just about the most important thing on the industrial scene." The Association, founded in 1919, has three aims: (1) better qualified leaders among management; (2) unity among all segments of management; (3) preservation of the free enterprise system.

PHILADELPHIA INDUSTRIAL EDITORS ASSOCIATION conducts an annual contest among Journalism students in the area. Last year's winning essay was by Robert M. Barron. The title was "How Will a Company Benefit by Issuing an Employee Publication?" Reprints are available from Elizabeth W. Gillies, secretary, whose address is Fidelity Mutual Life Insurance Company, Parkway at Fairmount, Philadelphia 1, Pa.

What's New In Publications

AN UNUSUAL EMPLOYEE MANUAL called *The Company You Keep* has been sent to us by Richard S. Ostberg, Superintendent, Personnel Department, The Employers' Group Insurance Companies. The size and format of the booklet are both out of the ordinary. It is 8½" by 5½", with the

printed material on a smaller insert. The paper is coated, color scheme blue and white. Bold cartoons illustrate the well-organized text. There is a convenient index covering subjects from absence to vacation and including education, status, history, hours, insurance benefits, retirement, sug-

gestion system and troubles. There shouldn't be many troubles, with such a complete manual to orient employees.

A booklet "dedicated to the ghosts of folks who had deadly ideas", produced and copyrighted by National Safety Council, has been distributed to General Motors people. Brightly colored cartoons illustrate such deadly ideas as "Me, I'm lucky", "It's the law of averages", "Safety is sissy stuff", "Accidents happen to the other guy". Should be effective as a piece of safety literature.

THE NEED FOR LEGISLATION FOR DEFERRED PROFIT-SHARING PLANS is discussed in a pamphlet that comes to us from Canada. William M. Mercer Limited has prepared a brief to the Minister of Finance, Canada, advocating legislation which would permit deferred profit-sharing plans in Canada under income tax laws. The pamphlet describes the philosophy of profit-sharing, and the difference between immediate and deferred profit-sharing plans, as well as suggested changes in legislation. William M. Mercer Limited also publishes a monthly *Employee Benefit Plan Bulletin*.

INTERESTING DEVELOPMENTS IN INDUSTRIAL RELATIONS in 1953 are forecast in the December 15 *Industrial Relations Letter*. The letter comes out the first and fifteenth of each month. It is published by Everett Van Every, Farm Credit Building, Berkeley 4, California. Mr. Van Every feels that Martin Durkin will become increasingly acceptable, strikes will slow down and labor will sober up. He says that all seventeen of the speakers who addressed the 28th Pacific Coast Management Conference in Berkeley last October were eastern executives. Several of them, he says, expressed the belief that "Eastern methods in dealing with unions and employee relations should be examined for their effectiveness in the Western arena." The letter lists the best

business books of 1952, including *Readings in Personnel Administration*, by Paul Pigors and Charles Myers; *Successful Human Relations* by William J. Reilly; *Principles of Human Relations* by Norman R. F. Maier; and *Human Factors in Management* by S. D. Hoslett. A list of outstanding articles for the year 1952 mentions "The Frustrated Foreman" in the July-August issue of the *Personnel Journal*.

A SELECTION OF ARTICLES INTERESTING TO FOREMEN is brought together the *The Foreman's Digest*. The January issue summarizes "Supervisors Don't Critize Enough" from the November issue of *PERSONNEL JOURNAL*. Mort Friedlander, who edits and publishes the *Digest*, can be addressed at Mystic, Connecticut.

SEVERAL BRIEF LEAFLETS ON CREDIT UNIONS have been sent to us by the Credit Union National Association, Madison 1, Wisconsin. One describes the credit union's place in history. Others endorse and describe the unions.

AN ALARMING UNDERGROUND MOVEMENT IN GERMANY is described in well-documented detail in the December issue of the *D. G. B. news letter*. The letter is published by the executive committee of the German Federation of Trade Unions. The Unions have strongly protested the existence of such a Nazi-type organization. Ludwig Rosenberg is the editor of the letter. The full address is German Federation of Trade Unions, Department 11, Foreign Relations, Dusseldorf, Hans-Buckler-Haus, Stromstrasse 8.

ATTENDANCE BONUS PLANS ARE DESCRIBED in an article by E. J. Moran and R. H. Meyer in the Australian publication, *Industrial Psychology and Personnel Practice*. The article reports the findings of a survey of thirty-four firms, and discusses the provisions and effectiveness of the different

kinds of attendance incentive plans that were found to be in use. Attendance bonus plans relate performance in terms of punctuality, attendance, or both, to a specified scale of rewards. The plans severally were based on four kinds of bonus calculations: bonus paid at a flat rate per specified period; bonus calculated as a percentage of wages; a service loading bonus; and bonus depending on length of service and foreman's rating. The two most important reasons given by managements for introducing their plans were to improve punctuality and secure regular attendance and to attract and hold labor. All plans had come into being during the last 7 or 8 years, and appear to be related to problems of labor shortage. Whether they are essentially prosperity phenomena remains to be seen. The bulletin is published by the Secretary, Department of Labor and National Service, Box 2817AA, G.P.O., Melbourne, C. 1., Australia.

A LOOSELEAF MAGAZINE IS SOMETHING NEW. Pages of *The Management Guide*, which digests management publications, are loose inside a cover. They are also punched for filing. Number 48 includes an article from the PERSONNEL JOURNAL, on "Planning the New Labor Agreement." The magazine is published by Management Guide, Inc., 301 West 106th Street, New York 25.

TRAINING THE SUPERVISORY TEAM is discussed from the British point of view in the *Journal of the Institute of Personnel Management*, Hill Street, London W.1. The article describes an experiment in training supervisors in working groups, and the use of case studies and group discussions. Experience so far supports the contention that a team of supervisors does not necessarily develop on its own, but can be created, and that in this, collective training is an important element. M. B. Forman authored the article.

SITUATION WANTED

PERSONNEL ASSISTANT: B.B.A. Industrial Relations. University of Minnesota. 2½ years general experience as staff member in charge of all phases of personnel function for a precision metal manufacturer having 450 employees. Desire to specialize in wage and salary administration in larger company. Age 27, excellent health. Resume upon request. Reply Box 221.

PERSONNEL PSYCHOLOGIST: Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

INDUSTRIAL RELATIONS—PERSONNEL: 7 years experience in all phases of industrial relations and personnel management and administration including labor relations (union contract negotiations and grievances), employee services, personnel records, wage and salary administration, and employment. M.A. degree. Age 30. Single. Present salary \$7200. Los Angeles area. Reply Box 224.

PERSONNEL ADMINISTRATION: 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 217.

SITUATION WANTED

EXECUTIVE DEVELOPMENT: 14 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

PERSONNEL DIRECTOR: Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

RECREATION DIRECTOR: 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

ATTENTION CONSULTING FIRMS AND PERSONNEL DEPARTMENTS: Available in Northern New Jersey and New York City—professional Psychologists with extensive experience in personnel testing and interviewing to handle your field processing in this area. Fee basis. Reply Box 214.

PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR: 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

PERSONNEL DIRECTOR: Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

PERSONNEL MANAGEMENT—INDUSTRIAL RELATIONS: 11 years state unemployment insurance work. 24 years casualty and surety home office branch office experience. Widower. No dependents. Reply Box 209.

PERSONNEL: 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

PERSONNEL: 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Veteran, married, 2 children. Reply Box 213.

PERSONNEL MAN: 15 years experience in personnel work including training, workmen's compensation, unemployment compensation and safety in both Canada and the United States. B.S. Degree. Some electronics background. Presently employed as personnel manager of company of 600 employees. \$7,000 minimum. Reply Box 216.

PERSONNEL: M.A. Applied Psychology. Married and 31 years of age. Immediately in any locale. Resume upon request. Reply Box 218.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

See Help Wanted advertisements on p. 372 -- other Situations Wanted on p. 395

PERSONNEL Journal

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 11

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

APRIL

14-15 Minneapolis, Minn.

University of Minnesota. 11th Annual Industrial Relations Conference. Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.

18-19 Houston, Texas. Shamrock Hotel

International Association of Personnel Women. Annual Conference. Viva Armstrong, Chairman Publicity, % California Packing Corp. 215 Fremont Street, San Francisco 19, Calif.

21-22 Berkeley, Calif. Claremont Hotel

California Personnel Management Association. 29th Pacific Coast Management Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.

23-24 Montreal. Sheraton-Mount Royal Hotel

Canadian Industrial Trainers' Association. 7th Annual Conference. J. C. A. La-Ferriere, Publicity Chairman, 35 Notre Dame St. West, Montreal, Canada.

MAY

6-7-8 Boston, Mass. Sheraton Plaza Hotel

American Society of Training Directors. 9th Annual Conference. A.S.T.D. Room 614, 80 Federal Street, Boston 10, Mass.

15-16 Houston, Texas. Rice Hotel

Southwest Area. Industrial Relations Conference. C. H. Winston, Secretary 1600 Louisiana, Houston, Texas.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

INCOMING MAIL IS THE VERY LIFE-BLOOD OF MANY A BUSINESS. I remember having once heard that it's so important to the big mail-order houses that they've analyzed it carefully, and by weighing the day's mail can tell within fairly close limits what dollar volume of orders is in it. This enables them to gear up for the day's activities while the mail is being opened, sorted and distributed. In a big publishing house a department manager's standard greeting to his men was not "Good morning" but "What's in the mail?" By the time he asked, the men were expected to have the answer too!

Our mail, of course, doesn't compare in volume with that of the big fellows but is just as eagerly welcomed. Not to be too subtle about it, I wish we had more. It helps a great deal to hear from you, our readers, that you liked this or that article and why, or that you don't agree with this or that point of view, and why. Somehow, an editor has to interpret accurately "the sense of the meeting" as to what his readers want in their publication in order to make it most valuable to them. When he hears from readers direct, he doesn't have to rely so heavily on intuition and has a surer basis for judgment. So the next time you have an impulse to drop me a line about something, please obey that impulse!

One thing, in particular, I hope to hear about from many readers is our "Across the Editor's Desk" department in the back of the book. Do you read and like this department? Should it be shorter? ... longer? Can you suggest any change that would improve it in your estimation? Do you occasionally have news items you could send us that would seem to fit there? We're trying a little change-of-pace in reporting personnel association activities this time.

If you feel so disposed, tell me how you like it.

OF COURSE YOU HAVE HEARD THE ADVICE about being a good listener. Not all of us faithfully follow this advice. It was said recently of a non-follower, "He is not listening; he is just waiting for an opening."

WORKERS ARE PEOPLE. On the job, they are people in closely knit groups and with more than a little social organization. To get the highest morale and greatest efficiency, both of these not-very-startling facts have to be taken into account. This is one thing that makes the personnel man's job interesting—and keeps him in the market for aspirin.

We usually think of a business as a working assembly of plant, machines and individuals. To think of it as a social organization is relatively new. We're just beginning to realize fully how much the reaction of individuals on each other in their groups has to do with how well or how poorly the organization functions.

A striking example of what happens when psychological and social elements are disregarded is cited by Harriet Ronken and Paul Lawrence in their book *Administering Changes*, published by Harvard's Division of Research, Graduate School of Business Administration. The study is a case history concerned with a new product from the experimental stage to its eventual production on a profitable basis.

Troubles developed and not a salable unit was produced in many months. I won't go into the technical difficulties. My point here is that back of the troubles were inter-personal tensions. Not until they were brought to light and resolved did the project start moving smoothly. The at-

mosphere of experiment and change upset established working relationships, customary routine and channels of communication. The molehills of everyday problems became mountains separating people who normally worked well together.

A team of outside observers finally was brought in to straighten things out. They quickly noted and pointed out the conflict of personalities within the small group, the feelings of frustration and insecurity, the lack of understanding, cooperation and coordination. Two *industrial* engineers had directed development of the product in its earlier stages; when it was considered ready for production, *development* engineers were introduced into the picture. This made for jealousies and friction at the top of the project. Two girls had been working with the engineers during the experimental and development period. When they were suddenly transferred to the production line they were hurt by the loss of prestige they had enjoyed. They ceased working together and enjoying their jobs. The company lost what they had considered "two very unusual girls".

To my mind, the lesson for personnel people in this story is that managers must be acutely concerned with the point of view of employees who will be affected by changes in the job or in the group doing the job. They must see situations as the workers see them, in order to foresee possible troubles and head them off. Especially, they must help individuals to understand and communicate with each other.

Returning to my first observation that workers are people, isn't it true that almost all of us hold to and bring into every new situation a certain picture of ourselves in relation to the world—a way of interpreting experiences and feelings that colors everything said, heard and done? It is our conflicting understandings, assumptions and

expectations that make communication so difficult, and so important.

ONE MEASURE OF AN EXECUTIVE'S SIZE is the breadth of his outlook. This is just as true in the personnel management field as in any other. We seem to have encouraged a good deal of soul-searching lately, with observations from Wade Shurtleff last month on "humbugs" of the personnel movement and a look at our future in this issue through the eyes of Dale Yoder. The burden of both pieces, it seems to me, is that if industrial relations men are to make the most of themselves individually, and win the place for themselves as a group that the importance of their work warrants, they must learn to do more and bigger thinking.

Some years ago I had the real privilege of working with a company head whose outlook and thinking encompassed his whole industry. His way of looking at things was especially striking in relation to promotion. He spent and continued to spend thousands of dollars yearly, not so much to sell his company and its services as to sell broader horizons to his entire industry, which was and is one of the biggest.

When the "old man" retired, younger men, capable but without his vision, took over and operated the business on a what's-in-it-for-us, day to day basis. Within a few years the business folded. It might have happened even if the wise old man had remained as pilot, but I've always wondered.

All of which is to say that I agree with what I think our friends Shurtleff and Yoder and others want to get home to us—that it's not enough for personnel people to just "get by" with a routine, unimaginative, work-a-day operation. That is, it's not enough if we want to achieve the status in top management that can and should be ours. We must think, read, study, perceive, blaze new trails. We must work

not for our own aggrandizement and profit but for the welfare and progress of the people for whom we have so much responsibility. We must take an active and constructive part in our associations, be concerned not solely with our own little affairs but for our communities and society as a whole.

That's a tall order. We won't fill it quickly, but we can try.

THE QUALITY OF DISCONTENT—OF NEVER BEING QUITE SATISFIED with what we have and always pushing for more—is characteristic of Americans generally. Perhaps it's especially remarkable in the organized working man. Within reason, I think it's all to the good. As much as anything, it accounts for our high average well-being as a people.

But at the same time I wonder whether it might not be good for us to stop more frequently and "count our many blessings" as the old hymn suggests. A worker in the Baltimore plant of Waverly Press and The Williams & Wilkins Company, who print and mail this journal, did just that. In the company's magazine for and by employees he wrote:—

"As an apprentice or 'printer's devil', I started to work in the composing room of a commercial job shop. Working hours for the journeymen were from 8 a.m. to 5:15 p.m., five days a week and 8 to 12:15 noon on Saturdays. . . . We in the beginning had no electric lights, so with a wax taper I had to light all the gas lights which were equipped with Welsbach mantels that burned all day. Besides giving us light, they imparted a terrific heat. . . .

"We had no individual lockers. A nail driven in the wall took care of our wearing apparel. It was not uncommon for a roach or two to take shelter in one's coat or trousers and be transported home or make itself shown while riding on a crowded streetcar. It was not safe to keep one's lunch in his coat pocket, since the mice had their lunch an hour before the twelve o'clock whistle blew. For this and other sanitary reasons, men hung their lunches on wire suspended from the ceiling far out of reach of all vermin. Each man had to bring his own soap and towel. Towards the end of the week the towels had a sour smell. . . . No vacations, no paid holidays, no rest periods, no air-conditioned shop.

"Believe me, friends, I do not want to be known as a 'company man' for writing this article, but as one who learned the trade the hard way, it might help the more

serious-minded to appreciate, as I do, the progress of the trade and benefits the men of today enjoy at Waverly Press, Inc.

"First and foremost, we have our individual steel lockers, clean locker rooms, sanitary paper towels and soap furnished free to employees, hot and cold water, sanitary drinking fountains dispensing ice water, shower baths at our disposal, sanitary waste cans, sand-filled containers for cigarette butts, vending machines for a snack or drink. . . . Near perfect (?) fluorescent lights, air conditioning, rest periods, vacation periods, paid holidays, etc."

Despite the apparently questionable lighting (that's the employee's own question mark) this old-timer finds a lot to be thankful for at work, and doubtless could find as much again at home. I think, as he says, his story will help some of his co-workers to appreciate more the benefits they enjoy which are not often thought of. . . . Is there a veteran in your organization who could write an equally arresting and salutary piece for *your* company magazine?

RELAX! YOU PERSONNEL FELLOWS will certainly have to learn to relax. I don't know any job which has so many stresses and strains as a personnel job. You no sooner get your mind on one thing than six people are after you to do something else. And so much of what a personnel man does is in the most highly charged field in human affairs—every man worrying about the things that concern *him*.

All the up-to-date doctors now know that nervous tension is one of the worse diseases of man. The way to lick it is to go after it. Many books tell you how to do this. You will find if you concentrate on relaxing your muscles that your mind will follow along. You will feel better at the end of the day and, when Father Time begins to breathe down your neck, you will be in better shape physically and mentally than the fellow who lets himself get in a "stew" all the time.

Ned Hay

The *attitude* of foremen toward workers is more important than their *technique*. Right attitude promotes understanding, without which prescribed methods of dealing with situations are often ineffective. Training of foremen, says the author, should therefore embrace both attitude and technique, with most emphasis on the former. This is the fourth article of a series to be collected in a single reprint upon its conclusion.

Attitude Training vs. Technique Training

By EUGENE EMERSON JENNINGS,
Assistant Professor of Industry
University of Pennsylvania, Philadelphia

YEARS ago when workers were almost completely dependent upon the whims of foremen for satisfaction of their real or imagined needs, foremen served primarily to display authority and keep workers well disciplined.

Today many foremen are confused by the reversal of the foremen-worker relationship. They now depend to a great extent upon the workers' fairness, whims or emotional desires for their own personal success and security. With authority drastically restricted, together with an increase in responsibility, foremen have to rely upon their understanding of human behavior and personality to gain cooperation from labor.

FOREMEN NEED TO UNDERSTAND HUMAN BEHAVIOR

In response to this need, foremanship training aimed at understanding human behavior is becoming common in industry today. Such training starts with orientation emphasizing the need for understanding human behavior with quick glances into psychology, usually followed by a definition of the duties and abilities of foremen. The meat of the training, which places emphasis on a friendly, understanding, direct and personal approach to workers' problems, usually generates considerable enthusiasm. Appealing and effective techniques are discussed, among which are in-

cluded ways for being friendly to workers, understanding their problems, being fair and honest and taking a personal interest in their welfare.

Foremen coping with the gigantic task of gaining cooperation from workers are usually avid participants and seem to benefit greatly. However, much of the benefit wears off rather quickly and few programs produce lasting improvement in the foreman's performance.

Many training programs fail to bring about improved foremanship because they stress technique with minimum emphasis placed on attitude. Many desirable foremanship techniques exist, but unless they reflect the proper attitude, they are not effective. Furthermore, the foreman's critical need is understanding human behavior and technique training encourages *manipulating* human behavior more than *understanding* it. Proper attitude is basic to understanding human behavior.

FOUR THINGS THE RIGHT ATTITUDE WILL DO FOR THE FOREMAN

Foremanship training in human relations should be predicated on fundamental attitude change. This involves more than orienting the foremen with a general attitude consistent with human relations principles. Throughout the training program every technique should be preceded by consideration of the attitude necessary for its effective execution. The proper attitude necessary to execute a desirable technique will improve foremen for the following reasons:

1. Training which changes fundamental attitudes often leads to self-development. A foreman who has acquired sympathy for people will generally find ways of helping them with their problems. Foremen who respect the rights of labor usually make a greater attempt to settle disputes at the work level. Proper attitudes provide built-in incentive to develop useful techniques and thereby improve performance.
2. Attitude training increases opportunity for improvement. Two foremen attempting to know workers' problems will be received by workers differently if one respects the role of stewards and the other denounces them as trouble-makers. The latter foreman may feel that he is dealing with suspicious workers and, therefore, human relations principles do not apply because his situation is an exception to the principles.
3. Proper attitude provides more valid appraisal of work situations. Two foremen will look differently upon an idle worker; one will view him as loafing and the other as resting, depending on the nature of their attitudes. In disciplining, the course of action indicated will depend upon a correct understanding of the problem. In order to gain a true understanding of the problem the proper attitude must be present.
4. Proper attitudes allow more readily absorption of knowledge. Foremen with their minds made up usually act in conformity to previous experience and not on the merits of the present situation. They are extremely reluctant to acquire new techniques which disagree with their own. Change in their fundamental attitude is necessary to change their performance.

FIVE REASONS WHY TECHNIQUE ALONE IS NOT ENOUGH

Technique training without proper attitude training is ineffective for the following reasons:

1. Human behavior is highly integrated and, therefore, techniques are always accompanied by attitudes. Foremanship includes both attitudes and techniques and to stress one without the other does not bring natural results.

2. Training foremen to improve without proper attitude training promotes inconsistency and is similar to doing one thing while meaning another. Workers have an uncanny sense of detecting new technique but same attitude in foremen.

3. It seems more satisfying to act in accordance with a fundamental attitude than to change attitude to conform to performance. Giving, when basically selfish, is more difficult and less satisfying than giving cheerfully. Taking an interest in workers is difficult for the foreman who does not like people.

4. Technique training without proper attitude training is similar to acting a role whenever a specific situation occurs. This kind of performance is short lived because workers are often more impressed by foremen's general attitudes rather than specific acts.

5. Technique training tends to provide unreliable practices which in times of stress and emotion are often disregarded and former practices are reverted to. A foreman may eagerly answer workers' questions when work is slow, but when it becomes rushed, rather than delay answering, he may refuse to answer at all. Eagerly he resumes answering questions when he regains his control, but to workers his attitude and performance is unpredictable.

In conclusion, training foremen in human relations often fails to substantially improve their performance because too much emphasis is placed on techniques. In order to cope effectively with workers' problems, foremen must know what they are. This understanding is gained through proper attitudes and when accompanied with desirable techniques, improved performance is a natural result.

"We had walls around us that just were not scaled," says the author. How the company, by job rotation of executives, scaled those walls and built a reserve of executive manpower for replacements and expansion is told in this article, digested from an address made before the American Institute of Electrical Engineers in January, 1952.

Executive Development Program Using Job Rotation

BY DWIGHT S. SARGENT, Personnel Director
Consolidated Edison Company of New York, Inc.

As I look back at our executive development program, I am reminded of the definition of democracy versus dictatorship. It goes something like this:—a democracy is like a raft; you can't steer it, your feet are wet all the time, but the raft never sinks. The dictatorship is like a trim destroyer; it can go 40 knots an hour right to where it is directed, but if it hits an iceberg or a rock it can sink in two minutes.

We in Consolidated Edison can look back ten years and realize that in that period some 200 management employees have spent over 500 man-years on our Executive Development Program. Looking back, our idea for our program was certainly democratic; our feet have been wet most of the time. On the strength of an idea, without any formal plan, we arranged for a few men to exchange jobs. Then we decided we ought to keep a record of these exchanges. Then we decided maybe we ought to have a written report of the individual's performance.

BACKGROUND HISTORY OF CONSOLIDATED EDISON'S PROGRAM

The present Consolidated Edison Company with almost 30,000 employees is now the largest privately owned, business-managed utility of its kind in the world. We supply the greatest metropolis in the world with three services—electricity, gas and steam. The present Company, as its name implies, is a consolidation of many independent utility companies. Our present management development program was proven very effective during the years when these companies were being merged together as one consolidated unit. We have many major functions, such as: engi-

neering, production, operation, construction, sales, customer relations, purchasing, finance, industrial relations and public relations. Our present program is, perhaps, 90 per cent job rotation. We do not hesitate to transfer trainees between any of the above major functions.

Our Executive Development Program really had its inception back in 1933, when the job rotation idea was first used by some of the separate units. With retirement compulsory at age 65 for males, management recognized the need for early development of men for potential management positions. To avoid developing mere specialists and to provide a strong management team, flexible enough to keep up with a rapidly changing organization, the job rotation plan was developed.

It is of interest to note here that the plan was conceived, instituted and maintained first by the line organization. The program was started originally by a small group of department heads who represented the several engineering and operating departments and who functioned together as a committee. This group arranged to interchange, among their own departments, a few supervisory employees where the need for broader experience was indicated.

KNOWLEDGE OF, ABILITY TO CARRY OUT, COMPANY POLICIES VITAL

During this early period, we learned that knowledge of the job, alone, is less important in upper supervisory and management positions than the knowledge of and ability to carry out company policies. This interchange also established the means for determining an individual's ability to handle management problems of broad scope. Similarly, endorsement by more than one member of top management is always reassuring.

Then in 1943, when many of our key men were away on war time or military leaves of absence, we took a close look at our organization and found that we were faced with a situation. Many of our executives who had grown up with the System and who were familiar with its many functions were nearing retirement age. Back of this group were our junior administrative people, most of whom had been brought up as specialists. For the most part, these individuals had only a sketchy knowledge of the many activities of the merged companies and had not been given an opportunity to broaden their experience and their knowledge of the System's operations. These people would be under a serious handicap if asked to step into a higher management position requiring ability to handle problems of a system that includes electric, gas and steam operations, each with its many functions. In addition to the replacement problem, there was also a real need for more management employees with a broader system knowledge of these various functions.

Our first objective, then, was to build up a reserve of qualified people, with well rounded knowledge and experience, to fill by horizontal transfer or by promotion, when needed, our key management positions.

Our second objective—stated very simply to a man who was going on the pro-

gram—was to give these men a broad experience in different phases of the Company's work. With this broader experience, they should become more effective in their old job if they returned to it, or in any job they might receive after "graduation."

Our third objective was very definitely a desire to develop "generalists"; that is, men who think from an overall Company viewpoint, rather than from a "specialist's" or "my department" viewpoint. In addition, we really hoped that the team work and morale of the management group would be improved generally.

METHOD OF OPERATION OF DEVELOPMENT PROGRAM

The President of our Company (now Chairman of the Board), Mr. Ralph H. Tapscott, sponsored our new Executive Development Program in 1943. A senior vice president was asked to direct activities and an Executive Development Committee composed of department heads, with the vice president as chairman, was selected to administer the program. This committee meets at least three times each year to make new appointments, arrange transfers, discuss progress of individuals and recommend pay increases.

Department heads are asked to submit the names of promising men as candidates for training. Because of the large number of experienced long-service employees it was decided at first to limit consideration of candidates to those between 40 and 50. Recently the trend has been toward younger men.

The qualifications, experience and personality of each recommended individual are carefully reviewed by the committee and the most likely prospects are accepted for assignment to the program.

Having previously agreed upon certain requirements and specifications for key management positions, it is possible for the committee to plan and schedule each candidate's training by comparing his qualifications and experience with the requirements of certain management positions. As a rule, the maximum period of time a candidate is assigned to the program is five years, during which period he is delegated to 4 or 5 departments. This time may vary, depending on the circumstances. During his stay with each department the candidate is usually assigned by the department head to spend some time in each of the Departmental Bureaus where he learns by carrying responsibility in a line or staff job in the Bureau's activities.

We knew that complete cooperation in our training program would not be possible unless everyone was informed about it. So, in August 1943, our employee magazine "Around The System" carried a two page announcement, outlining the plan and its objectives. Subsequent issues of "Around The System" have told of new appointments, changed assignments and any items of interest about the program that might be currently pertinent.

Generally, we attempt to operate the program as informally as possible. The keynote of our plan is flexibility. Trainees do not follow any fixed schedule of assignments. They attend and in many cases conduct Company industrial relations meetings

where open discussions are held on labor-management problems. In addition they cover industry meetings conducted by such organizations as the E.E.I., A.G.A., National Industrial Conference Board, American Management Association. News letters issued from time to time inform the group about significant matters and report assignments of "E.D.P." members.

A major feature of our "E.D.P." or "Merry Go Round" is the department head's responsibility for his protege. He must first "sell" the employee to the Executive Development Committee. Once the man has been appointed to the program, his sponsor is responsible for following through with the employee, even to the extent of following his pay increase progress. The department head is expected to talk with his man from time to time and counsel him on future moves, learn about his desires and get his ideas about his "E.D.P." experiences to date. If the employee is having any difficulty in any of his assignments, his sponsor is expected to help him. As the employee progresses in his "E.D.P." assignments, we find that he is more apt to want advice about his future moves.

ANNUAL PERSONNEL RATING FORM SHOWS TRAINEES' PROGRESS

Record keeping is held to a minimum. An "Executive Development Program Record" is kept to show the usual employment record information, a record of assignments and payroll changes while the employee is a member of "E.D.P." and a summary of answers to 3 key questions on an "Annual Personnel Rating" form. This form was developed by the Committee and has been progressively improved. Printed on both sides, this 8" x 11" form is both a rating and an appraisal record. Department heads are required to fill out one of these forms for each "E.D.P." member assigned to his department.

Since the beginning of the "E.D.P." in 1943, 220 individuals have participated, of whom 200 have "graduated" and 20 are still assigned. A breakdown of the 200 "graduates" shows that all levels of management, including company officers, are among our "alumni." The roll includes a Controller, an Assistant to President, an Assistant Vice President, 13 department heads, 12 assistant department heads, 29 bureau heads, 43 general superintendents or the equivalent, 49 engineers, and 51 other professionals.

Some good results of the program were known before any evaluation study was made. (1) During the past several years E.D.P. men have received promotions in the ratio of five to one over men who have not been on the program. (2) Annual amount of increase has been greater, too—approximately 50% more for E.D.P. men. We recognize, of course, that in the vast majority of cases E.D.P. men were outstanding—more promising—to begin with. But I think I can say that these men have moved faster and received higher amount of increases because they had the E.D.P. experience. (3) If the E.D.P. has done nothing else, it has over the years, as an inescapable result of key people being moved around, broken down all those

jealous and selfish walls that existed between our consolidated companies, between Vice Presidents of the several old companies, and even between departments. I don't think anyone could ask for a more cooperative, considerate, understanding "what's-best-for-the-company" attitude than we have today. I can't price it out, but it's worth a lot. (4) Also quite gratifying is this fact—that, while 99% of the trainees when they went on the program expected to return to their old jobs, over one-quarter of them have found jobs that they like better, in which they can go further. Of course the company benefits correspondingly.

MADE SURVEY TO FIND RESULTS OF PROGRAM

Recently we became properly curious about the answers to two fundamental questions: (a) Had the company wasted money on the program, or had it secured some of the benefits it hoped for? (b) Did the men who participated feel that they had been "spinning their wheels," or did they feel well repaid for the time they had spent being trained?

Accordingly, each Vice President was requested to give his opinion as to every man he had sponsored on the program, and as to every man who had been assigned to any one of his departments by some other Vice President. We also sent a questionnaire to every "graduate" and got back, unsigned as we requested, 75% of them. We asked frank questions and we certainly got frank answers.

BOTH SPONSORS AND "GRADUATES" WERE WELL PLEASED

We asked the Vice Presidents: "With your present knowledge of these employees would you have chosen them for E.D.P. if you had a chance to do it over again? From 67% to 84% of the answers were "yes," the different percentages covering five different groups as to sponsorship and assignment. For the same five groups, 40 to 44% answered "highly satisfied with results," 40 to 57% "well satisfied with results," and 5 to 20% "results just satisfactory."

E.D.P. "graduates" were asked: "With your present knowledge of the E.D.P. and if you had the opportunity to do it over again, would you repeat the assignment or would you decline?" Ninety-one percent of those who answered said "I would do it over again." Fifty of the 200 "graduates" did not return their questionnaires.

The "graduates" were asked: "How do you evaluate the results as far as you are personally concerned?" Twenty-eight percent expressed themselves as highly satisfied, 45% as well satisfied, and 27% as just fairly satisfied.

We in Consolidated Edison honestly believe that the E.D.P. has done a pretty creditable job for us. Based on our estimated needs, we feel we're in good shape as far as top job replacements are concerned. In the next ten years we may lose through age and disability retirement some 61 men who are now in top management jobs. To balance off this loss, we have approximately 100 men under 50 whom we consider as replacements. About two-thirds of this group are E.D.P. "graduates."

Group thinking accomplishes more and leads to sounder decisions than the independent thinking of any "superman". The writer calls the group conference "the very core of modern enlightened management"—gives his own department heads the utmost freedom in their own bailiwicks.

In Favor of Consultative Management

By BILL N. TAYLOR
City Manager, Wichita Falls, Texas

THERE have been a lot of legends about the so-called "superman" type of executive who could make rapid-fire, off-the-cuff decisions and snap judgments with unfailing accuracy. To me this seems a rather unreal and inaccurate notion of administrative competence. It may well be that our cherished childhood images of phenomenally successful leaders were sentimental versions of Horatio Alger heroes that no longer exist if, indeed, they ever existed in real life.

I wholeheartedly agree with Professor Wallace, who recommends the use of staff advice and counsel, and the practice of consultative supervision. His article, "How to Make Decisions Better and Faster", which appeared in *Factory Management and Maintenance*, was mentioned in the September 1952 issue of *Personnel Journal* in the "Editor to Reader" column.

COMMITTEE CONSIDERATION A DEMOCRATIC PROCEDURE

Many years ago when I was a fledgling engineer, an eager junior executive referred to the handful of people at the top of the company as "supermen". Even then I had some slight misgivings about such a rash statement. Since then I have met hundreds of so-called "big wheels" in the political, educational and business world. The more intimate my association has been with these people, the more skeptical I became of their superhuman abilities.

It is traditional with Americans to discuss and resolve their problems through committees. This democratic procedure stems from our fundamental resistance to one-man rule. The conference technique of solving problems is an effort to develop and use the group thinking of many minds through the exchange of ideas on an organized basis. Group thinking is much more fertile and productive than that of

the same people acting singly. The wide range of knowledge and breadth of viewpoint coming out of the conference method can be matched by few, if any, individuals. Debate and discussion shed additional light on a subject which causes people to change their minds.

Because group thinking is so much more productive than that of individuals the conference method is unquestionably of considerable benefit in the development of all members of a management group. The group-decision method is the central principle—the very core—of modern, enlightened management.

For a quarter of a century this writer has been the only one at his level in the local managerial hierarchy. In the position of city manager he has had the last word. In the early years of his administration he was unwise enough to depend entirely too much upon his own opinions and to make decisions or snap judgments without proper consultation and advice. Now that the curtain is about to be rung down on his career, he admits that his own opinions and decisions and judgments are not nearly equal to the combined judgments of his associates. It is unfortunate that people in administrative positions have to wait so long for this fundamental realization.

SUPERVISORS FREE TO DECIDE—TAKE RISKS

In our practice of consultive management in the City of Wichita Falls, we use the group conference method in attacking all our problems. All members of the supervisory group attend bi-weekly conferences where everyone, regardless of his level, is given an equal opportunity of expression. Discussion leaders are chosen from their own groups.

In decision-making and policy determination at the administrative level, the city manager uses department heads and other supervisory people as an advisory board. Supervisors are given every opportunity to think, to act, to plan, to make decisions, to take risks, to talk back, and yes—even to fail, without being censured. Department heads are encouraged to feel free to come to the city manager for advice and counsel, but not for specific directions on how to operate the activities of their departments. They are likewise encouraged to pass this philosophy on down the line.

This writer believes that every department, division, and section is the responsibility of the supervisor in charge—and that such a supervisor should be free to run his own segment of the organization. He stands behind the group leaders in their actions and decisions. Supervisors are encouraged to feel that they "belong" to the organization and that they are regular players on a democratic management team.

Employment relations specialists, whatever called, are here to stay. What they make of themselves as individuals and as a group depends on how they acquit themselves in their jobs, in their professional associations, and in their community responsibilities. This is a condensed summary of a talk before the American Society of Personnel Administration last November.

Personnel Management's Future

By DALE YODER, Director, Industrial Relations Center
University of Minnesota, Minneapolis

IT would be relatively easy to be quite pessimistic and to argue that personnel management has no future, that it is on the way out.

These conclusions might be justified if by "personnel management" we mean the frequent historic pattern, the paternalistic, "the-boss-knows-best" kind of program, in which personnel managers are the distributors of employer largess, doled out in carefully prescribed dribbles. Similarly, the field probably has little in the way of a promising future if we mean the sympathetic but simple-minded program of back-slapping and fanny-patting that has passed for personnel administration in so many establishments. The field has little promise even if it is now a "human relations" or an "industrial relations" program, if it continues to exhibit the major traits of "social work" or "welfare" activity.

MUST IMPROVE TEAMWORK OF FREE MEN WORKING TOGETHER

Leadership in relationships among working teams of free men in a free society demands much more than can be expected of such programs. The field must rid itself of early connotations and traditions if it is to have a promising future. It must provide an honest, well-informed program designed to improve the quality of our economic teamwork in employment. It can have a promising future, in other words, only if it can contribute something real and lasting toward improved teamwork of volunteers—free men working together because they want to do so.

The field adds to its problems by calling itself names. In each of our annual surveys of salaries and personnel ratios, we find the top position in individual firms

carrying more than twenty different titles. Any tendency toward standardization is obscure, although it may be significant that the use of "personnel manager" or "personnel director" is declining relatively, while use of "industrial relations director" is increasing.

Does the level of competence presently possible in the management of human resources justify a specialized "staff"? Is it or can it reasonably hope to become a professional-level field? Two more questions are fundamental in appraising the possible professional character of the employment relations field. They are: (1) What does the practitioner do? and (2) How does he do it?

If the job is one that involves simple non-complicated tasks—if the practitioner in employment relations does only what any other "red-blooded American boy" could and would do, if he needs only a single type of skill, if the tasks he performs can be satisfactorily done by anyone of average intelligence or any other manager moved in from sales or accounting, if the know-how is readily transferred and learned—if these characteristics are typical of the employment relations job, they argue strongly against regarding it as professional.

ROUTINE PERFORMANCE WITHOUT BASIC UNDERSTANDING IS UNPROFESSIONAL

Similarly, if the practitioner's performance on the job is routine, if the day-to-day responsibilities are unchanging, if he can qualify once and thereby remain qualified, if his training and learning can stop at some early point when he appears to have mastered the rudiments and essentials, if he needs know-how but not basic understanding, his is not a professional job.

It is clear that attention must focus on the job—not the people who are doing it. For it must be evident to all of us that many of those who are holding down these jobs—for better or for worse—have no sharply distinctive personal or professional characteristics, nor have they spent a long lifetime in preparation for this work. No distinctive pattern of personal qualifications can be described, in spite of numerous summaries of the characteristics essential to this occupation.

A fairly common pattern of interests—not much different from that of undertakers—can be noted. The successful practitioner doesn't even have to love to work with people. Our surveys of the personal characteristics of personnel and industrial relations directors have shown, year after year, that the average age is about 42 years and that experience in this type of work ranges from 6 to 15 years with an average of about 10 years. We know that the average educational attainment is slightly in excess of graduation from college (16.2 years of formal schooling). No bar examination or licensing procedure testifies to their special competence and preparation.

What do the salaries paid these directors or managers indicate as to their position in the hierarchy of occupations? In 1952 their average salary was approximately \$10,000. Reported salaries have increased, since 1949, by approximately \$2,000. This

rate of increase is somewhat slower than that of hourly-rated employees. These salaries are definitely not in the top managerial class, where even the "Number 3 man," receives from \$4,600 to \$75,600 (*Business Week*, January 20, 1951, p. 88). They are not even equal to middle management in large corporations which in 1952 averaged about \$15,200 (*Fortune*, March, 1952, p. 85).

The level of salaries thus reported for employment relations directors falls in the lower segments of professional earnings. It corresponds with the 1951 average net income of lawyers, \$9,375. In that year, dentists averaged \$7,743 and medics \$12,518. Moreover, the rate of increase is not unlike those of professional groups. Net incomes of lawyers and dentists increased 10 per cent from 1949 to 1951. Medics increased their net by 13 per cent. Personnel managers and industrial relations directors, in the same period, gained about 12 per cent.

RECOGNITION AS STAFF SPECIALISTS IS ENCOURAGING

What do employee-relations staff members do? First of all, it should be noted that one very evident development, especially notable since World War II, is recognition of the "staff" status of practitioners, whether employed in private industry, in government or by labor organizations. Specialists in employment relations are advisers to the line. They are responsible for policy formulation, program planning and review and appraisal. These are major and widely recognized staff functions. In addition, of course, they provide specialized service to the line upon request.

The relationship thus defined—rapidly becoming standard practice in this country—identifies many specialists in employment relations as having a status comparable to that of the legal counsel, the plant physician, the firm's economist, and other staff officials. If we accept the principle of guilt by association—so widely popularized during the fall of 1952—here is some evidence that our employment relations manager has achieved at least tentative recognition as a professional.

But more specifically, what does the employment relations staff do? Our own most recent analysis asked several hundred top staff members in the field to indicate not just what they do, but what they get paid for in the budgets they administer—an acid test of their assignment. As a result of that study (*Personnel*, November 1952, pp. 218-26) we found that employee relations budgets—in firms ranging from less than 500 to more than 3,000 employees and representing 26 states and one Canadian province—average \$48.59 per employee per year. More directly pertinent is the fact that 75 per cent of all directors report definite budgetary allocations and responsibilities for administering the following functions:

- | | |
|---|--|
| 1. Employee services and benefits (93.5 %) | 8. Wage and salary administration (91 %) |
| 2. Medical, health and safety services (90.0 %) | 9. Recruitment (96 %) |
| 3. Training (86.5 %) | 10. Selection (96 %) |
| 4. Labor relations (83.5 %) | 11. Induction and placement (95 %) |
| 5. Administrative planning (97.5 %) | 12. Promotion, transfer and release (86.5 %) |
| 6. Communications (78 %) | 13. Policy formulation (94 %) |
| 7. Records and reports (94 %) | 14. Job analysis (76 %) |

Such a list is both realistic and impressive. It indicates the range and complexity of the present-day employee relations job. It suggests the difficulties to be faced in providing training for these jobs and argues strongly for distinctive professional training at the graduate level. It implies that such training—like that for other professions—must cut across the lines of established disciplines, such as economics, psychology, sociology and others, and become truly co-disciplinary.

The job has many characteristics of professional jobs. It is complicated, far from routine. It deals with complex human behavior. Many of those who presently hold these jobs feel that specialized, professional-level training is highly desirable. Salaries fall well within the range of professional compensation.

REQUISITES OF PROFESSIONAL PERFORMANCE

Let us turn briefly to our second question: How do those who now hold these jobs perform their tasks? Is their performance of the type and level we expect of professionals? What evidence can be cited on this point?

Development and evident acceptance of some of the earmarks of professionalization are readily apparent in this field of employment relations. Several of our universities have attempted to provide something in the nature of professional training. Some standard practice—as exemplified in selection, training, rating, compensation, job evaluation, and collective bargaining—is clearly evident. The field has its literature—a rapidly growing library. Practitioners have given their support to the development of professional associations and to the free exchange of current experience as a basis for improved practice. A considerable progress is observable in the development of a distinctive language or universe of discourse.

In other requirements for professional status, progress is slower and less notable. This is understandable, for the other requirements are the more solid, substantive aspects of professional development. They take time and serious—and to some degree tedious—work.

Similarly, although many practitioners have talked about professional ethics and have formulated tentative codes, actual practice continues to reflect convenient compromise and expedient acquiescence. Because only a superficial professional competence has been reached by many practitioners, they are fearful lest they lose their jobs, to be supplanted by a local bar-tender or the son-in-law of the president. Ethics and public responsibility lose in the bout between integrity and temporary security.

What then is the future of the employment relations specialist? We can look at that question with one certainty in mind. The job to be done will not disappear. We may not be doing it, but it will have to be done. We can forecast the future for many present and prospective job-holders in this field somewhat as follows:

(1) Many of them will become members of top management. They are often well qualified and are increasingly sought for these jobs.

(2) Another large group of those presently in the field will go on doing a mediocre job of averting crises by expedient for many years.

(3) A third large group will shortly appear in their own turnover figures. They'll get the axe when stock-holders, top managements, employees and unions sense their limitations and demand their replacement.

PROFESSIONAL RECOGNITION WILL COME WITH PROFESSIONAL COMPETENCE

(4) Finally, some of those now engaged in the practice of employment relations and a larger share of newcomers to the field will continue the long, steady drive for professional competence and recognition. They will study their own experience as well as that of other practitioners to learn how to do the job better and better. They will maintain an experimental attitude. They will conduct research studies in their own organizations and cooperate in larger, cross-cutting studies. They will be pillars of strength in professional associations, in which they will report—orally and in writing—on their experiments and experience. Throughout their practice they will maintain a thoughtful and considerate attitude, with a major concern for human values and a determination to follow the highest ethical standards.

Because they have superior competence, their services will always be in short supply, as they are today. As a result, they will be able to enforce the true ethics of the professional—the basic virtues of independence, honesty, responsibility and integrity, with a prime regard for public welfare and the dignity of every human being. All the other marks of professional performance will inevitably emerge from their efforts—improved training, standard practice, research, literature, free exchange of ideas, and ethics—all will reflect their action.

And, far more important, their efforts will lead our entire society into a better understanding of the way in which we get work done in a free society. From their conscientious study and research will come more satisfaction in the daily task and increasing teamwork, cooperation, and productivity among free men.

No matter how well qualified for his job a supervisor may be in other respects, his success will depend to a great extent on his ability to communicate with those above and below him. The author lists ten things he should keep in mind if he wants to improve that ability.

How Supervisors Can Communicate Better

By KEITH DAVIS, Associate Professor
Department of Management, Indiana University

A DECADE ago the typical supervisor did not worry himself with problems of communication upward and downward in his organization. In fact, he did not even use the word "communication." But times have changed. The leader today recognizes that maintenance of good communication is one of his most pressing and most important problems. The wise supervisor will want to prepare himself to do a better communication job. Fortunately, he does not have to strike out blindly; there are some principles to guide him.

REASONS FOR TRYING TO COMMUNICATE BETTER

In planning to communicate effectively, the first step which the supervisor will take will be to establish in his own mind the overall purpose of communication. Most people agree that the general purpose is to help bring the employee and the work situation into an adjustment which will produce the greatest productivity and job satisfaction. Good communication gives employees knowledge of *what to do* and encourages in them the *will to do it*, so that both coordination and cooperation may be obtained toward the firm's goals. And it provides management with information, from above and below, for proper decision making.

The supervisor will also have certain immediate goals for each individual communication. In one instance he may try to get an employee to want to take a certain action. In another situation, he may simply try to get his own viewpoint understood. Regardless of what the immediate objective is, the overall aims of productivity and job satisfaction stand behind it.

The supervisor must establish certain conditions and relationships in order to

communicate effectively with subordinates. To mention an obvious principle, he cannot inform a subordinate unless he himself knows; therefore, he must maintain his own channels of incoming information within the organization. He must be able to receive, *understand*, and *transmit* basic information to subordinates before they get it elsewhere. Effective communication can be accomplished only if the supervisor understands what he is talking about. He may have stacks of papers describing the incentive system, but if they mean nothing to him, how can he expect to explain them to a subordinate? Similarly, he may have a head full of information, but if he does not transmit it, it is useful only to him.

The supervisor also will have to learn how to talk the language of his subordinates. Television images cannot be sent to a radio receiver. Neither can a supervisor talk in college language to the typical day laborer. There are devices, such as readability indexes, which help the supervisor learn to communicate at a particular language level. A staff personnel specialist is usually available to help the supervisor with technical problems of this type. Furthermore, the supervisor must communicate in terms of the subordinate's situation, background, and self interest. For example, economic ideas, no matter how simply worded, would not mean much to the typical subordinate unless they were made real and practical to him.

SUPERVISOR'S ATTITUDE MATTERS A GREAT DEAL

There is also the matter of supervisory attitude. Some supervisors, no matter what they say, will not be well heard because their attitude creates opposition. Perhaps the supervisor "talks down" to the worker as an inferior. The supervisor may be superior to the worker in the organizational hierarchy, but as individuals they stand equal. Talking to the worker through the chain of command is different from talking down to him as an inferior individual.

Another principle of effective communication is that the supervisor should give reasons for the particular viewpoint or action which he is communicating. There are good reasons for most supervisory actions in business; few are solely arbitrary. If the supervisor will take those reasons and use them, his communication will tend to be better accepted and understood. When reasons are given, there is less chance for personal conflict because then the situation is the "boss," not the supervisor; and the supervisor is merely the one responsible for interpreting a course of action in the situation.

The supervisor should also determine *when* to consider communication problems. The important point here is that communication comes at the beginning of a course of action, not at the end of it. The principle is this: plans for any supervisory action should also include plans for communicating it to those who will carry it out and to those who will be affected by it. No plan of action is really complete unless it has also a plan of communication. And, if possible, people should be told in advance about things that will affect them. It is disconcerting to be involved in an event

but fail to learn of it until after it has happened. At times these situations become so absurd that they convince the worker that the company does not count him as an individual human being. Workers have many times reported that they have arrived at work to find their regular desk or machine moved without any notice to them.

It has been estimated that 90 per cent of the foreman's communication job is face-to-face personal communication. So the supervisor needs to develop adequate skills of speaking and thinking on his feet in concrete situations. The supervisor may find it easy to know what to say to John Operator when John is not there. Can he also say those things to John face-to-face? And can he time them to fit the situation? If the supervisor is weak in these skills, he can ask the training department to help him by means of some of its special methods such as tape-recording playbacks, conference training, case problems, and role playing.

It should be obvious that communication will tend to lose effectiveness unless it accurately corresponds with fact. A supervisor who says one thing but does another will soon find that he is not being heard, regardless of how skilled he is with speech or pen. He should remember the old proverb, "Action speaks louder than words."

NEW WAYS NEEDED TO GET ATTENTION AND HOLD INTEREST

Variety needs to be introduced into any communication. If the same greeting is given by the supervisor every morning for a year, and if the same safety poster hangs on the same bulletin board for six months, they lose their meaning. New ways make new impressions, as illustrated by the story of the lighthouse keeper who was awakened, not by the sound of the fog horn, but by its silence when it failed. New impressions are especially needed if information is to be retained over a long period of time, because people tend to forget easily.

Patience will be a virtue to the supervisor who is trying to build good communication, because this process takes time. The attitudes and skills which make effective communication possible cannot be built in a week—but they can be improved regularly.

Although the emphasis of this discussion has been on supervisory communication to subordinates, this is but a part of the communication process. Communication in a business flows upward, downward, and in all other directions to form a communication circuit. If this circuit is damaged anywhere, it will affect communication just as an electrical short-circuit affects electrical flow.

In summary, here are ten good principles which the supervisor can use to improve communication in his department. There are other principles, but these ten basic ones provide a good starting point.

1. A communication should have an objective, which must be determined before the communication takes place.
2. The supervisor can communicate only what he has received and understood.
3. Communication should be in words the receiver understands.

4. Communication should be in terms of the receiver's background and interests.
5. Reasons should be given for the particular viewpoint or action which the supervisor communicates.
6. No plan of action is complete unless it has a plan of communication.
7. Face-to-face communication skills are most important to the supervisor.
8. Action speaks louder than words in communication.
9. Variety improves communication effectiveness.
10. It takes time to build good communication relationships.

The supervisor who practices the principles that have been described will go a long way toward developing mutual understanding in his department. If he tries, he can renovate or even rebuild his departmental communication system. Others have done it before him; so he, too, can learn and practice communication skills. Since he is the key to communication in his work unit, he must ever remember that communication is a continuous process. He needs to communicate regularly. If he uses his communication skills only when he is in trouble, he may find ears turned deaf and information channels dried up because of disuse.

About the Authors

Eugene E. Jennings is Assistant Professor of Industry at the Wharton School, University of Pennsylvania, Philadelphia. His Ph.D. in Personnel is from the State University of Iowa. He serves as consulting psychologist to the Monsanto Chemical Co., and is associated with the office of the Chief of Ordnance, Washington, D. C.

Dwight S. Sargent began with the Brooklyn Edison Company in 1922 as a job and wage analyst, became employment manager in 1926, and joined the New York Edison Company in 1929. He became Assistant Personnel Director in 1933, and Personnel Director of Consolidated Edison in 1946. A Dartmouth man (B.S. 1918), after graduation he served briefly as an ensign-pilot in the U. S. Navy. He is a member of the Personnel Committee of the American Gas Association, of the NAM Industrial Health and Safety Committee, and of the Social Legislation Committee of the Empire State Association of Commerce, Inc.

Bill N. Taylor, City Manager of Wichita Falls, Texas, has been in public management for more than a quarter of a century. Prior to his present assignment, he was city manager of 6 Texas cities and Columbia, Missouri. He is the immediate past president of the International City Managers' Association.

Dr. Dale Yoder is Professor of Economics and Director of the Industrial Relations Center at the University of Minnesota. During World War II he was Consultant to the War Department and Chief of the Planning Division in the War Manpower Commission.

Keith Davis is Associate Professor, Department of Management, at Indiana University. He is the author of many articles on personnel subjects and is a consultant to business in the areas of employee communication and personnel administration. He received his Ph.D. in management from Ohio State University. Formerly an industrial relations specialist in a large manufacturing company.

Reviewed by HARRISON TERRELL

EXECUTIVE THINKING AND ACTION (Revised Edition). By Fred DeArmond. Published by Lloyd R. Wolfe, Chicago, 1952. 251 pages. \$6.

A wealth of examples of good executive action makes this a thoroughly enjoyable and potentially profitable book from beginning to end. It is surprising—and somewhat disturbing—that in a book one expected to be about the methods of business executives so many of the examples have to do with famous generals and statesmen. Perhaps one's expectations were at fault, because it is quite true that the methods used by Napoleon, Abraham Lincoln and the Roosevelts, are easily adaptable to business situations when the principles behind them are understood.

Among chapter headings are *Getting Organized*, *Time and Energy Conservation*, *Make Up Your Mind!*, *The Executive As Teacher*, *Lubricants for Human Relations*, *The Art of Self-Command* and *Bossing the Experts*.

A feature that we like throughout the book is the generous use of italicized sub-headings. For example, the 12-page chapter on *Time and Energy Conservation* has these "breaks"—*The executive controls his time without making himself inaccessible*, *He is not a slave to correspondence*, *He finds enough recreation to balance body and mind*, *He recognizes his limitations*. A good, brief summary follows each chapter.

Mr. DeArmond at one time was an associate editor of *Nation's Business* and has a name as a lecturer, consultant and author. A good book for the person who is intent on making himself a better executive.

SMALL BUSINESS MANAGEMENT—INDUSTRIAL, LABOR AND COMMUNITY RELATIONS. Two publications of the New York State Vocational and Practical Arts Association. Delmar Publishers, Inc., Albany, N. Y., 1952. The first is priced at \$2.75, the latter at \$3.213 and 174 pages respectively. Both paper-covered and plastic bound.

Here are two excellent publications, both 8" × 10¼", for use in vocational schools and with classes of apprentices. The preface to one tells the thinking behind both. "The total program of public education must find its roots deep in the problems of all the people. . . . Current studies reveal that the failure of individuals to meet employment requirements is due in a large measure to their inability to get along with people, rather than to a lack of skill or technical knowledge . . . reveal the critical need for instruction in human relations problems in the preparation of all high school youth for employment."

While both books would interest P. J. readers who like to keep up with what's going on, it is unlikely they would be able to use them in their work.

LABOR RELATIONS SERIES. Nine paper-covered books edited by George W. Taylor, published for the Labor Relations Council of the Wharton School of Finance and Commerce, by the University of Pennsylvania Press, Philadelphia, 1952.

The titles are: *Economic Data Utilized in Wage Arbitration*, by Jules Backman, \$1.00; *Labor Arbitration and the Courts*, by Jesse Freidin, \$1.00; *The Submission Agreement in Contract Arbitration*, by Morrison and

Marjorie Handsaker, \$1.50; *Arbitration in the San Francisco Hotel and Restaurant Industries*, by Van Dusen Kennedy, \$1.50; *Arbitration in Transit*, by Alfred Kuhn, \$3.00; *Acceptability as a Factor in Arbitration under an Existing Agreement*, by William E. Simkin, \$1.00; *Industrial Discipline and the Arbitration Process*, by Robert H. Skilton, \$1.00; *Wage-Reopening Arbitration*, by L. Reed Tripp, \$1.50; *Historical Survey of Labor Arbitration*, by Edwin E. Witte, \$1.00. The nine may be ordered as a unit, at \$10.00.

Even though the Human Relations Director, by whatever name, may have no specific responsibility with respect to his company's labor relations, he will want to be informed about problems and practices in this field as an alert company executive. Arbitration plays an increasingly important role in labor relations. It would be impossible to read these studies attentively and not broaden one's knowledge and value.

Editor Taylor has prefaced each volume with observations running from two to three pages. His preface to *Acceptability as a Factor in Arbitration Under an Existing Agreement* may be used as an example. In it he tells something of the author, William E. Simkin, who "has probably had a more varied and extensive experience as an arbitrator of grievances than any other person in the country". Then Mr. Taylor says, "The study is notable for the author's careful weaving together of fundamental theory and down-to-earth practice. . . . The importance of agreed-upon details of arbitration principles, procedures and practice is emphasized by Mr. Simkin's concept of arbitration as an aspect of the grievance procedure through which mutually acceptable solutions to industrial relations problems are found."

There is no text-book aridity in these books. All are written from life and are surprisingly readable, considering the judicial flavor of the subject matter. Many personnel men will want to have the whole set on their office book shelves.

SOCIAL FACTORS RELATING TO JOB SATISFACTION—*A Technique for the Measurement of Job Satisfaction*. By Robert P. Bullock. The Bureau of Business Research, College of Commerce and Administration, Ohio State University, Columbus, O., 1952. 106 pages, paper covered, \$2.

Finding what workers really think about their jobs, their supervision, conditions under which they work, and so on, is a tricky business. Workers' behavior, the author points out, is determined by sentiments and attitudes as well as by economic self-interest. It is also shaped by the community.

This book presents two new "social-factor questionnaires" and shows how they were developed and validated. Critical ratios are given for questionnaire items, together with correlation coefficients to identify those items most clearly associated with job satisfaction.

To any industrial relations man expecting now or in the near future to make an employee attitude or job-satisfaction survey, this publication might be worth its cost for its validated questions alone.

HOW TO THINK ABOUT ECONOMICS. By Fred G. Clark and Richard Stanton Rimanoczy. D. Van Nostrand Company, Inc., New York, 1952. Size: 8½ × 10½, 113 pages. \$2.75.

Authors Clark and Rimanoczy are General Chairman and Editorial Director, respectively, of the American Economic Foundation. In 1939 they are said to have "embarked upon what is probably the most ambitious intellectual project of our generation: the simplification and popularization of the much maligned subjects of economics." They aimed to teach by "the process of putting little words in the place of big ones." The first book on which they collaborated, *How We Live*, sold more than 2,000,000 copies. Their second, *Money*, did well too.

For the personnel man who is concerned with giving employees an understanding of the economic facts of life, through a house organ or otherwise, this book should be useful for its demonstration of how abstruse ideas can be dealt with in simple terms. "Every big problem," say the authors, "is made up of little ones, and every problem, big or little, is based on simple situations which, although well within our understanding, are made to appear difficult by the use of big and strange words."

Chapters like *Why Man Works*, *How Man Works*, *What Are Tools?*, each a single page in 14-point type or bigger and generously leaded, are deceptively simple.

They lead into subjects that are really difficult to discuss in simple terms, like *The Citizen and the Gold Standard*, *How Bank Credit Money Is Created*, *How Bank Credit Money Is Destroyed*, *The Essential Pressures of a "Free" Economy*, *The Essential Economic Freedoms*. Each one-page "chapter" is placed opposite a large illustration.

In the back of the book, following a summary under the heading *Ten Pillars of Economic Wisdom*, is a 17-page "Glossary of Basic Terms Commonly Encountered in Economics and Its Related Fields", most of which are by-passed in the text. Among the words defined: capitalism, communism, deficit spending, democracy, Fabianism, unearned income, welfare state.

Other Recent Books

NUMBER NINE, OR THE MIND-SWEEPERS. By A. P. Herbert. Doubleday and Company, Inc. Garden City, New York 1952. 286 pages.

Just in case personnel officers, civil service executives or testing experts get too pleased with themselves, Mr. Herbert has written a delightful satire which may be taken as a Terrible Warning. A well-known British humorist, who was for fourteen years a Member of Parliament, Mr. Herbert knows the ways of those government circles of which he writes.

Setting of the story is a not-altogether-imaginary Civil Service Country House, in England, established for the purpose of testing the personal qualities of candidates for government jobs. An "intake"—a batch of from twenty to thirty aspirants—is subjected to close scrutiny and examination by a "skilled staff" during a long week-end.

The candidates are divided into three group teams. Three staff members—a chairman, a psychologist, and an observer—are attached to each team. During discussions the candidates sit in a semi-circle, with their

backs to the staff members who note and comment in writing on the attitudes, performance, manners and morals of the candidates—an unnerving business!

The candidates fill up "Interest-Forms" on which they are asked to state how they spent their leisure time for the past six months, how they would have liked to spend it, and books they have read, plays they have seen, music heard, all on spaces the size of postage stamps.

Readers of the Personnel Journal will be quick to recognize other tests, among them a word association test with answers more hilarious, we trust, than any ever read by operating personnel officers. A projection exercise provides more fun.

A device of real interest to personnel circles is "the Island Story." The group is presented with an imaginary island whose governmental problems they must solve. The skilled staff naturally took delight in plaguing this long-suffering territory with every possible sort of disaster: United Nations would propose importing 100,000 Displaced Persons from Central Europe,

and the young men and women had to decide what to do with them, and where to put them. America would ask for Bases or bombing-ranges. American millionaires would offer to build and endow new hospitals and libraries, with very tiresome conditions attached to the offer.

You'll look at your work with fresh eyes after reading Mr. Herbert's book. It amuses, instructs, warns—and it strikes pretty close home.

Dorothy Bonnell

REDUCING GRIEVANCES THROUGH SUPERVISORY TRAINING. By Harry Sherman. Edited by Eugene E. Jennings. Published by Bureau of Business Research and Service, University of Wisconsin, Madison, Wisconsin.

Probably the primary reason why many training programs in industry are faced with the uncomfortable task of justifying their activities is because two acute problems have not been properly studied. They are how to change behavior and how to objectively record the change. This monograph is of value in that it presents a scientific way to go about solving these problems.

Mr. Sherman had the theory that formal training of foremen in labor relations can be an effective means of reducing employee grievances and improving the operation of the grievance procedure. In a metal-trades plant a training program was instituted consisting of two parts: general supervisory training concerning duties and responsibilities, and more direct training in labor relations, particularly in understanding the labor agreement.

The general supervisory training included a responsibility seminar and management forums which made use of manuals on supervisory responsibilities, problems and procedures, and periodic management publications. The labor relations training was based on a short course on the labor agreement, supplemented by a pamphlet

on the agreement, a labor case book, a pre-contract suggestion committee, and post-contract classes on the interpretation of the agreement.

Grievances were defined as differences between the Company and Union, reduced to writing, as to the meaning and application of the labor agreement. These grievances were divided into five classes: Job Value, Wages, Interpretation of Contract, Seniority, and Working Conditions. Job Value and Wages, the reader finds, were the subject of 51 per cent of the grievances recorded; Interpretation of the Contract accounted for another 23 per cent, with Seniority and Working Conditions accounting for 19 per cent and 7 per cent respectively.

By statistical methods Mr. Sherman investigated changes in number of grievances and in the operation of the grievance procedure after the foreman training program had been in effect one year. The following conclusions are recorded.

1. There was a statistically significant reduction in the total number of grievances of all types over the entire period studied. For example, grievances in job value and wages were reduced by 60 per cent. This is particularly interesting since in the period studied the metal trades industry experienced almost a 100 per cent increase in number of grievances.

2. A significant reduction occurred in the number of grievances going beyond the first step of the settlement procedure and also in the number of grievances going to arbitration.

In short, a more clear and definitive relationship was developed between the foreman and worker by such training. The natural result was change in behavior of the foremen to the extent that fewer grievances arose and those that developed tended to be settled at the work situation. The change in behavior was so apparent, it would seem, that a statistical analysis was hardly needed to prove it.

Personnel Research

The Changing of Mental Test Norms in a Southern Industrial Plant. By Joseph E. Moore, Georgia Institute of Technology and Laurence W. Ross, Union Bag and Paper Corporation, Savannah, Georgia. *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 16-17.

This study compares the scores on the Revised Beta Examination for applicants at the Union Bag and Paper Corporation of Georgia, between 1947 and 1951 with scores on the same test for applicants prior to 1947. The men and the women applicants seeking employment at this paper plant in the later period earned statistically significantly higher scores than did the group seeking employment before 1947. In 1951 the mean was at the 55 percentile point on the 1947 percentile norms. The authors say that the reason for the upward change in the applicant groups is beyond the scope of their study.

This brief report is not of great significance, but it does suggest the need of a continuing research program in a personnel department. Are the norms or cut-off scores you are using appropriate at the present time? Is it time to do a validation study to check on the methods you set up five years ago? Are the tests you are using those best suited for your purposes?

Prediction of Labor Turnover by Aptitude Tests. By Clarence W. Brown and Edwin E. Ghiselli, University of California, Berkeley. *Journal of Applied Psychology*, Vol. 37, No. 1, 1953, 9-12.

There is a widespread belief that for each occupation there is an optimal level of intelligence. A number of studies have shown a curvilinear relationship to exist between scores on intelligence tests and labor turnover. The workers on a particular job who earn intelligence test scores at ap-

proximately the average of the group tested tend to remain on the job a longer time than those who earn scores at either extreme.

This study investigated the nature of the relationship between scores on tests not ordinarily considered intelligence tests and labor turnover. The subjects used were several hundred taxicab drivers. All of the tests given were of the paper and pencil variety. There were ten tests in all, including three arithmetic tests, a dotting test, a tapping test, and tests which measured speed of reactions and mechanical principles.

The findings of this study indicate that scores on some tests which in content are quite different from intelligence tests are related to labor turnover in the same manner as are scores on intelligence tests. For seven of the ten tests a U-shaped relationship was found between test scores and turnover, those individuals earning either high or low scores being more likely to leave the job than those earning scores around the average of the group. Since this relationship is very similar to that found between scores on intelligence tests and turnover, it was concluded that the notion of "intellectual requirements" as an explanation of the U-shaped relationship between turnover and intelligence tests is not wholly satisfactory. It does, however, support the idea that excess or deficiency of required abilities coincide with high turnover.

The Description of Supervisory Behavior. By Edwin A. Fleishman, Lackland Air Force Base, Texas. *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 1-6.

Research in the area of leadership has been devoted largely to listing traits that leaders ought to possess or with over-all evaluations of leadership. The leader's

actual behavior has been largely ignored perhaps because there was no very good method of describing leadership behavior.

This article discusses an attempt to develop a method for the description of leadership behavior which was carried out at Ohio State University. A questionnaire, based on earlier work by Hemphill, was constructed. The different steps and revisions, and the statistical methods used, in reducing the original 150 items to a questionnaire of 48 items are interestingly described. Originally the items were classified into nine categories, but an item analysis indicated that these were not really meaningful divisions. The questionnaire which is reproduced in full in the article measures two relatively independent leadership dimensions—"Consideration" and "Initiating Structure."

"Items in the 'Consideration' dimension were concerned with the extent to which the leader was considerate of his workers' feelings. It reflected the 'human relations' aspects of group leadership. Items in the 'Initiating Structure' dimension reflected the extent to which the leader defined or facilitated group interactions toward *goal attainment*. He does this by planning, communicating, scheduling, criticizing, trying out new ideas, etc."

The study does not try to determine the degree of each kind of behavior that is desirable or undesirable. The nature of leadership differs in various situations, and the author stresses the need for relating these scales to effectiveness of particular kinds of groups in well-controlled criterion studies. This study deals with supervisors in only one particular company. The author regards the present questionnaire only as a

research instrument for the study of leadership behavior.

Over and Under Achievement in a Sales School in Relation to Future Production. By Marion A. Bills and Jean G. Taylor, Aetna Life Affiliated Companies, Hartford, Conn., *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 21-23.

This article reports a study conducted in a school for the training of life insurance agents. All prospective agents took Strong's *Vocational Interest Blank*, and were given an "Aptitude Index" based on a scoring of an application blank and a personality test, in addition to the *LOMA Test 1-A*, a mental alertness test published by the Life Office Management Association.

To keep the group as homogeneous as possible except for the two variables being studied, *LOMA 1-A* test scores and the school grade, the group was limited to those who had scored an "A" on the Life Insurance scale of Strong's *Vocational Interest Blank* and an "A" on the "Aptitude Index". There were 91 agents who attended the sales school who met these requirements. Of this group, 18 agents achieved significantly higher scores in the sales school than would have been predicted from their *LOMA* scores.

Agents who achieved a higher grade in the sales school than would be predicted from their *LOMA* score: (1) remained with the company longer; (2) produced more paid premiums, and (3) were promoted to supervisory positions oftener than the agents who did not achieve a sales school grade as high as their *LOMA* test score would predict.

Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

A NEWS LETTER OR BULLETIN is published by about half of the Personnel Associations that send us material. Most of these are mimeographed sheets stapled together. Notice of the next meeting appears on the first page. News about members, lists of new members, notices about dues, are carried in most papers. There is usually an account of the last meeting. Many bulletins list reading suggestions, and quite a few give brief tips helpful to personnel officers. Short articles by association members are featured in several of the livelier publications.

A FULL-SCALE DEBATE BY MEMBERS appeared in the February issue of the CALIFORNIA TRAINING DIRECTORS' ASSOCIATION bulletin. The discussion was inspired by an article in *Fortune*, "Salespeople Can't be Trained and Shouldn't Be". Roland H. Fulle led off with a review of the article, and *Fortune's* editorial on the subject.

E. B. Weiss, author of the original article feels that salespeople because of their low wages and rapid turnover are untrainable. The smart retailer, he believes, will concentrate on modern merchandising and display techniques, not on training salespeople. The editorial pointed out the effect of self-service on salespeople.

Donald R. Roberts, training director of Hink's department store, agrees with the editors of *Fortune* that retailers would find it profitable to treat salespeople better. Betina Tracy, Training Director of Oakland's largest department store, in a well-organized analysis of the *Fortune* article concludes that salespeople will be with us always, and that they can and should be trained. June Snyder, Manager of the Educational Department of The Emporium,

feels that Mr. Weiss failed to consider the human element. People are curious and friendly, she says, and like the extra attention and personal consideration that can only come from other people. Robot selling can never entirely meet this need. Joseph Gilbert, Sales Promotion Manager, Moore Business Forms, winds up the debate with a convincing statement that salespeople can be trained, and ought to be.

The same issue of the *CTDA Bulletin* gives a complete account of the lecture by the Overstreets at the previous meeting. This report, in outline form, and including figures and a reading list, is so clearly presented that it's as good as hearing the original lecture. Does such excellent reporting tend to cut down on attendance at meetings? Let's hope not!

MEMBERSHIP PROBLEMS ARE BROUGHT UP in a letter sent out with meeting notices by the PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO. A proposed amendment to the constitution had been voted down at the January meeting. The proposal was to limit regular membership to eight specific categories: executives responsible to management on a full-time basis for staff personnel activities in business or government; heads of personnel departments; persons in personnel departments whose work is relatively complex and responsible; executives of organizations which assist management with labor negotiations; executives in smaller organizations where there is no full-time personnel director; executives of the State Employment Service and similar state and federal agencies; placement service executives of schools and colleges; persons currently teaching college-level courses in personnel

management, wage and salary administration, labor problems, labor legislation, personnel psychology and other subjects related to personnel management.

The President of the Association in his letter asks the membership to read over the proposal and make suggestions as to suitable changes. He asks two direct questions: "Do you believe that a membership problem actually exists? What should the membership consist of with regard to the name of the Association—PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO?" He pleads for members to be specific in their answers. Other Associations with similar questions on their minds will be interested in how the San Diego group answers them.

SPEAKING OF MEMBERSHIP, THE NEWSPAPER PERSONNEL RELATIONS ASSOCIATION (a national organization) reports in its monthly newsletter on the results of a recent membership campaign. The campaign included mailings from the president and the chairman of the Association. A special membership brochure was included, along with an invitation to make further inquiry about the services, activities and responsibilities of NPRA.

The NPRA News for January reprints an article from *Modern Industry*, "How Good an Executive Are You?" The article offered readers a complete self-analysis with a check-up chart. You are rated on managing yourself, your job, and your subordinates. The test presents a problem and asks the reader to check one of three possible solutions. Stewart Hooker, of the *Philadelphia Inquirer* is President of the NPRA. J. C. Rumble, of the *Louisville Courier-Journal* is Vice President. The Editor of the Newsletter is Paul W. Bell, P.O. Box 911, Metro Station, Los Angeles 53, California.

A PERSONNEL PRACTICES SURVEY has recently been made by the NEW YORK PERSONNEL MANAGEMENT ASSOCIATION. The

January issue of the NYPMA *Bulletin* states that the survey covered 161 companies with 136,087 employees in the metropolitan New York area. The survey deals with minor personnel policies and practices affecting clerical and administrative employees. These policies and practices, according to the *Bulletin*, have an effect on recruiting and turnover; can promote or hinder production and morale; and can cause the personnel director as much concern as larger questions. Copies of the report may be obtained from Miss Dorothy Hyland, 742 Lexington Avenue. The price is one dollar. It would be interesting to know if other Personnel Associations conduct similar surveys, and if so how widely they are used by the membership. The *Bulletin* publishes the last section of a comprehensive article on "The Remuneration of the Salaried Foreman," by William E. McCauley as well as a list of recommended reading. The latter includes "Dollars and Sense in Personnel Administration," by J. R. Clarke, from the December PERSONNEL JOURNAL.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA reports on its December meeting with enthusiasm. Edward McFaul spoke on the interesting subject of confusion, with both wit and wisdom. The *Memorandum*, issued by the Society, quoted at length from his remarks, including the following: "How confused can you get? Just as confused as the man who was holding a rope and didn't know whether he lost a horse or found a rope. . . . You can get so confused you forget to live a day at a time; confused because we forget that happiness lives only in the mind. . . . God grant me serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to tell the difference." The speaker for the February meeting was John R. Murray, Commissioner of the Federal Mediation and Conciliation Service. Mr. Murray analyzed and

presented some of the training needs which he has seen from the vantage point of mediator, and pointed out some of his experiences in which good training resulted in improved labor-management relations.

PORTLAND CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION has installed Richard Walker as its 1953 President. Mr. Walker is Personnel Director, Iron Fireman Manufacturing Company. Conrad Malmgren, Personnel Manager, Jantzen Knitting Mills, Inc., is 1st Vice President, and Julia Honson, Director of Guidance and Placement at Lewis and Clark College, is 2nd Vice President. This Association, which includes management people and educators from Oregon, Washington, Idaho, Montana and British Columbia, is active in "the development, refinement and improvement of personnel practices in the science and profession of personnel management." William H. Beavert, Public Relations chairman, was good enough to tell us about activities.

MONTREAL PERSONNEL ASSOCIATION considered recent developments in collective bargaining at the January meeting. Mr. J. P. Nicol, Canadian Director of Education and Research for the International Brotherhood of Pulp, Sulphite and Paper Mill Workers, was the speaker.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION conducted a panel discussion on the mutual problems of industry and medicine, at their January meeting. Hospitalization, surgical, sick and accident coverage were included in the discussion. The Association sent us a most interesting "President's Report for 1952." The group participated in activities promoting the welfare of the community by offering counsel and assistance such as 1) cooperating with the Policy Committee from both the Toledo Academy of Medicine and the Hospital

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Said Melvin Davidoff, in *Personnel Administration*, of The Third Yearbook: "A must for anyone interested in either the use or development of tests in the personnel field . . . a time-saving reference book." ". . . a veritable gold mine of information for those who use tests," said Earl R. Gabler in *Clearing House*.

Copies of *The Third Mental Measurements Yearbook*, published in 1949, are still available at \$12.50 from the Rutgers University Press, New Brunswick, N. J. The first two yearbooks are out of print.

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Council of Toledo toward the control of unwarranted surgical charges, hospital charges and unjustified sick-leave memorandums; 2) working with City Manager in the screening of applicants for the position as "Director of Personnel" for the City of Toledo; 3) cooperating with the Trade and Industrial Institutions to encourage student interest in metal trades training. The Association also published and distributed a city-wide roster of Industrial Relations and Personnel Managers, revised its constitution and policies, revised a manual on "Modern Personnel Organization and Administration." Company membership totaled ninety-two. Two hundred twenty-six individual members were listed. A constantly increasing number of members have been attending monthly meetings of the group.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO schedules frequent meetings of various interest-groups within its membership. These sectional meetings are arranged by two co-chairmen for each subject. The section on *Timely Special Subjects* heard H. C. Baker, Assistant Manager, Labor Relations, International Harvester Company, talk about "The Story of the Harvester Strike." John K. Hemphill, Personnel Research Board, Ohio State University, spoke to the Selection and Placement group on "Leadership and Its Influence on Group Effectiveness." Those especially interested in training heard James E. Curran, Training Coordinator, Esso Standard Oil Company, talk on "Supervisor Selection and Development." The Idea Exchange sponsored a meeting on industrial planning.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard Miss Katherine Stoll, of the Lawyers Club of Los Angeles, talk at their February meeting. She spoke about Industrial Welfare Commission regulations in their application to women and minors working in industry.

New officers of the Association are introduced to the membership in a special issue of *Pirascopie*. The President and the retiring President both wrote a few paragraphs for the issue, and pictures of the officers are printed. Bonar Dyer is the new President, Jerry Bradley Vice President, and Jim Ewart the Secretary.

INLAND PERSONNEL ASSOCIATION announces new officers as follows: D. M. Clayton, President; R. N. Ousley, Vice President; Hulda E. Schroeder, Secretary-Treasurer. Alexander McLeish, Director of Guidance, Chaffey Union High School, talked about student guidance in January.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had as guest speaker for the February meeting, Dr. Sumner H. Slichter, Lamont University Professor, Harvard University. Dr. Slichter spoke on "Inflation, Its Effects Upon Salary Administration and Relations with Unions."

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE viewed a film before a buffet dinner at their February meeting. "Film Tactics" was the title of the movie. Mr. Edward W. Palmer, Information Assistant for the New England Telephone and Telegraph Company, talked on "Toward More Effective Use of All Types of Visual Aids." After dinner Mr. Kenneth J. Kelley, Secretary-Treasurer and Legislative Agent for the Massachusetts Federation of Labor, spoke on "The Challenge Confronting Labor."

APPLETON PERSONNEL ASSOCIATION continues its policy of combining a plant tour with regular monthly meetings. In February the Association toured the Appleton *Post Crescent*. The tour was scheduled at a time when the presses were in operation. A panel discussion on personnel relations, with full membership participation, made up the programed part of the evening.

Attending the Conferences

THE MAN AND THE JOB was the general theme of the 1953 conference of the NEWS-PAPER PERSONNEL RELATIONS ASSOCIATION. The conference was held in St. Louis, March 12-13. Rowland Allen, Personnel Director, L. S. Ayres Co., Indianapolis, spoke at the opening session on "The Meaning of Personnel Administration, Its Objectives and Value to Management." Robert C. Bassett, Hearst Labor Counsel, addressed the same session on "The Significance of the Washington Picture." At luncheon Arthur Weis, Vice President and Treasurer of the *St. Louis Globe-Democrat* talked about "Newspaper Management Problems and Their Personnel Aspects." At the banquet the speaker was Daniel Rockford, Standard Oil Company of New Jersey, Adviser, Management-Employee Communications.

The second morning was devoted to workshops on "The Problems of Establishing a Personnel Department in a Newspaper Organization," and "The Inter-Relatedness of Labor Relations and Personnel Administration." The luncheon speaker was A. J. DeAndrade, Vice-President, International Printing Pressmen's Union, whose subject was "Labor's Appraisal of Personnel Practices."

IMPROVING THE PERSONNEL COMPETENCE OF MANAGEMENT was the concern of the 3RD ANNUAL PERSONNEL CONFERENCE sponsored by the CONNECTICUT PERSONNEL ASSOCIATION. The Department of Industrial Administration of Yale University cooperated in putting on the conference which was held at Yale March 31. A panel discussion of "Management Development" opened the conference. At the afternoon session Sam Burk talked on "Men in Groups—Layman's Analysis of the Individual." Mr. Burk is Director of Industrial Relations of Pittsburgh Plate Glass. Roy Livingstone, Vice President of Thompson Products Co., Cleveland, discussed "Communications."

A SCHOOL FOUNDED TO ADVANCE THE CAUSE OF INDUSTRIAL PEACE in the San Francisco Bay area held its tenth session this spring. This highly successful Labor-Management School draws students from nearly every union in the area, and management people from a representative cross-section of San Francisco industry. There is no attempt made to separate them into their respective groups, but rather the classes are always composed of a mixture from both labor and management. The interchange of ideas, aspirations and objectives between labor and management has created a tolerance and understanding of the other side of the collective bargaining table that it is hoped will gradually spread to all unions and all companies in the area. The School lays great stress on the rights and responsibilities of labor and management. While the technical aspects of industrial relations receive meticulous attention from the best informed men in this field, much greater value is attributed to an understanding and appreciation of moral principles as a basis for industrial peace. Classes are held every Wednesday evening. Subjects include "Parliamentary Principles and Practice," "Public Speaking," "Unions and the National Economy," "Human Relations in Industry," "Understanding the Labor Movement in the United States," and "Principles of Union and Management Decisions."

THIRTY HOURS OF INSTRUCTION IN TRAINING is offered personnel people in the Los Angeles area at the THIRD TRAINERS' INSTITUTE. The Institute runs from March through May, and is scheduled in three sections, each held at a different time and in a different section of the city, for the convenience of those wishing to attend. Among items covered at the Institute are, "Types of Training Programs—Need and Application," "Training Methods," "Planning Training Programs," "Audio-Visual Training Aids," "Local Sources of Assist-

ance to Trainers," "Qualifications of Good Trainers," "Demonstrations of Training Programs," and "How to Conduct Supervisory Training." The volunteer faculty is drawn from the training staffs of various concerns in Los Angeles and from professional organizations. Time of the participating staff of instructors is donated by their respective organizations in the interest of improved training and employee relations in Los Angeles. Among the sponsors are the Merchants and Manufacturers Association, Personnel and Industrial Relations Association, Society for Advancement of Management, Southern California Industrial Safety Society, and Training Association of Southern California.

So—WHAT'S NEXT, was the brisk question which opened the 1953 MID-WINTER CONFERENCE OF THE MIDWEST REGION COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION. Professor Raleigh Stone, University of Chicago School of Business, put the question at the opening session of the conference, which was held in Chicago in February. Dr. Stone undertook to read the crystal ball regarding the effect of the Eisenhower regime on business in general, and on salaries and wages in particular. Other sessions of the conference heard Kathryn Hansen, Executive Secretary of the Statewide University Civil Service System, on "Procedures of Job Analysis and Installation of Work Classification Systems;" Charles Hoff, University of Omaha on "One Kind of Orientation Program in a Small School;" "An Experiment in Helping University Departments with Their On-The-Job Training," by Don Williams, Univer-

sity of Wisconsin; and "The Why, What and How of House Organs," by Robert Mossholder, Director of Publications, University of Indiana. Later Stanley P. Farwell, Managing Director, Business Research Corporation, Chicago, spoke on "Human Relations in Personnel Administration." The conference wound up with a problem-busting clinic.

PRESCRIPTION FOR A PICK-ME-UP FOR THOSE WINTER DOLDRUMS; the 24th NAM INSTITUTE ON INDUSTRIAL RELATIONS, held at Hollywood, Florida in March. The Institute was divided into six problem-solving work clinics. The clinics were on "Wage-Salary Administration and Extra Compensation Plans"; "Development Programs for Supervisory and Executive Management"; "Personnel Organization and Administration for Sound Human Relations"; "Trends in Collective Bargaining"; "Employee Communications for More Effective Teamwork"; "Current Developments in Company Retirement Plans." There were also two elective sessions on "Personnel Problems of Small Companies and Unorganized Companies"; and "What's Happening in Washington?"

TWO WORKSHOPS IN CONFERENCE LEADERSHIP will be held in Reading, Pennsylvania on August 3, and August 24. The workshops will be conducted by Nathaniel Cantor, of the University of Buffalo. Membership in each group is limited to fifteen. For further information write to Human Relations for Industry, 443 Delaware Ave., Buffalo, New York.

Report on 94 Company Magazines

House Magazine Institute has been "looking over" both internal and external company magazines in the Greater New York area. A questionnaire was sent in 1952 to 225 publications issued by HMI

members in the area. Editors of 94 publications replied. The 17-page survey report says that further information may be secured from David D. Zingg, United Fruit Company, Pier 3, North River, New York

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- Reports on New Developments, Techniques and Activities in Industrial Journalism.
- "They Want To Know"—Answers From Business Men to Questions People are Asking About Our Economic System.

MATS OF ALL CARTOONS AND ILLUSTRATIONS ARE SUPPLIED WITHOUT ADDITIONAL CHARGE FOR LETTERPRESS PUBLICATIONS—OFFSET PUBLICATIONS REPRODUCE DIRECTLY FROM THE COATED-STOCK PAGES.

"Very helpful in the publication of our plant newspaper"—D. F. HEWETT, *Personnel Manager*, Underwood Corp., New Hartford, Conn.

"Fills a sometimes serious void with part-time editors like myself who have umpteen other responsibilities and must spend minimum time on the house publication"—WILLIAM D. FENTRESS, *Personnel Director*, The Formica Co., Cincinnati, Ohio

"Great help to any industrial editor"—MARK FELBER, *Editor*, The Wingfoot Clan, Goodyear Tire & Rubber Co., Akron, Ohio

"We use it regularly"—A. E. DUNCAN, JR., *Director of Personnel and Training*, Fire Association of Philadelphia, Philadelphia, Pa.

"Best \$9 Buy in America"—JOHN K. WILLIAMS, *Editor*, Manpower, Industrial Health Council, Birmingham, Ala.

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6, N. Y. It is possible that copies of the report might be obtained from Mr. Zingg.

Of the 94 publications considered in the report, 64 are "internals", 16 "externals", 13 combination internal-external, and 1 an association publication. Twenty per cent of the publications are read by customers, 13% by outside salesmen, 13% by stockholders, 11% by dealers. Biggest readership percentage (79%) applies to employees; 44 of the publications (47%) go to employees' families. More than half of the publications are monthlies; at least 36% are 8½ x 11 magazines; 77% are produced by letterpress.

Employee Magazine Aims

"Dissemination of Company Information" is one of the objectives of 66% of the publications. Other objectives: promotion of management-employee harmony, 29%; sales promotion, 22%; morale building, 20%; stimulating employees' work interest, 18%; news of employees, 16%; better public relations, 11%.

Other answers of interest to those working in this field have to do with the amount of art work and illustration in publications, use of color, production budgets, average cost per copy, method of arriving at publication budget. A section deals with management relations, shows to whom editors report, who gives final editorial o.k., how the publication is sold to management. Another section shows that only half of the editors are primarily editors, tells how long editors have been in their jobs, what other duties editors have, salary ranges, size of editorial staffs, pay of other staff members, number of reporters and how they're compensated.

Part of House Magazine Institute's purpose in questioning members was to find how programs or operations could be improved to help members more. A number of respondents are quoted on this subject. Several of them raise a question

that has been in the mind of your reviewer, who has attended a few HMI meetings and received HMI mailings for years. The question is suggested by an editor who says, "Agree with speaker at Christmas meeting that internals and externals should have separate meetings, if not separate organizations." Another says, "More of value to external editors and publications needed." Externals and internals are so dissimilar in their editorial requirements—even in their treatment of a subject that might be suitable for both—that it is doubtful that many meetings could be made equally interesting and valuable to editors of both types of publication. True, both types present their production problems. But production is the least of the editor's worries.

Magazines Would Be Better If Management Cooperated More

The question, "Does management take more interest in publication than formerly?" drew forth some interesting answers. Said one editor: "Personnel Department beginning to suggest articles—since we successfully forced them to let us help get new employees through magazine. We did, too—200 of them in six months." Another voiced the age-old complaint of house magazine editors; a "gripe" that we wish could be brought to the attention of the management of every company publishing a house organ. In answer to this question, he said:

"Somewhat, but they could do much more. They will occasionally supply a lead for an article. But often it is only by accident or by grapevine that the editor learns of company plans that should be announced to employees before they are announced to the general public or become the subject of conjecture or rumor. Management likes to read publication, seems to approve of job being done but, for the most part, must think you pull news out of a hat!"

What's New in Publications

OVER ONE THOUSAND "HOME-GROWN" TRAINING MANUALS, programs, guides, instruction outlines and other training materials are listed in a new *Catalogue of Training Materials*. The publications are available in the American Society of Training Directors Library at Purdue University. The *Catalogue* covers subjects from apprentice training through office and plant job training to supervisory training. Items from the *Catalogue* may be requested from your local library on inter-library loan. Copies of the *Catalogue of Training Materials* are one dollar each from *The Journal of Industrial Training*, 160 East 48th St., New York 17, New York.

HAVE YOU EVER WANTED TO KNOW WHERE TO GET A CERTAIN ITEM or what the market for a certain product might be? Your answer may be in one of the regional industrial directories listed in the most recent issue of *Business Information Sources* entitled, "Industrial Directories." It is a list of the latest directories of manufacturers available for the various states and regions in the United States and will be especially useful in market research and to all who buy or sell manufactured goods. Information contained in the directories themselves varies considerably, from those providing only an alphabetical list of firms with addresses to those which include, in addition, names of officers, products made, numbers of employees, economic data about the state, various arrangements such as commodity and geographical classifications. Copies are available for 10¢ each from Miss Rose L. Vormelker, Head, Business Information Bureau, Cleveland Public Library, 325 Superior Ave., Cleveland 14, Ohio.

IT'S SPRING. LET'S RELAX AND CONSIDER RECREATION. Employee recreation is a vital part of many industrial relations

programs. Now that the season is upon us, what about your softball team?

A handful of stimulating brochures and pamphlets has come to us from the National Industrial Recreation Association, 203 North Wabash Ave., Chicago 1, Ill. Notes from the *Idea Clinic*, ready for filing, tell about fencing, softball, and art exhibits. Another leaflet teaches cane seat weaving. And, in case you're really touched with spring fever, the Association has the *Softball Rules for 1952* for you. *Community Recreation for Defense Workers* is a comprehensive booklet printed in red, white and blue.

The same Association has also published a most complete and unusual manual, *Industrial Bands and Orchestras*. Reading this booklet will set your feet to tapping, and ten to one you'll wind up whistling down the corridor to talk it over with your associates and see if you can't get some music around your plant.

Lack of know-how, it says here, can no longer be an excuse for excluding music from a recreation program. The idea of music *by and for* industrial workers is based on sound sense: "As assembly-line techniques grew, the worker was forced to adapt himself to the rhythm of machines instead of using his own natural work-rhythms. . . . Where once work was regarded as an expression of man's creative instincts, it came instead to be looked on as something necessary to earn a living and nothing more. . . . Obviously something was missing, something that was not economic, but human and personal, that would answer his need for an environment where he could take root, where he could "belong", where he could see what purpose his work had, and where he could feel important in achieving that purpose." Music meets this need in an ideal way. Participation by men and women, young and old, is possible. It has great spectator

and public relations value. It promotes team spirit, and it is always new and satisfying.

Benefits of an industrial music program are felt by employees and management alike. Many companies find a music program effective in the recruitment of desirable employees. The Dow Chemical *Diamond* reported that the music program at the company's Midland (Michigan) plant acts as a kind of magnet to attract skilled musicians and other workers to the city. Music groups (says the manual) even help simplify the job of finding capable employees for advancement. Musical activities mean work without pay. Those who undertake such activity show an

attitude that indicates they are capable of mastering more than their own jobs.

The booklet goes on to spell out the program. It describes ways of interesting employees in musical groups; it gives the qualifications for a director; it tells how to get organized; it explains everything you need to know about rehearsals; it tells how to put on a performance; even reminds you about clearing appearances with the Musicians' Union; describes the various instruments. Nor are costs forgotten. It's all there, the whole story, and temptingly illustrated.

Get hold of this valuable manual and consider whether you want to go after the rewards of a program of industrial music.

PERSONNEL: Any phase. 10 years General Personnel Manager with large motor freight company. Can inaugurate from scratch complete personnel system for any number of units in multiple state operations. Considered expert in interpreting wage and hour law, industrial accident coverage, unemployment compensation, etc. Healthy, active, good references. Services available immediately. Salary immaterial. Would like outside U.S. Have been "itemed" several times in this publication. Reply Box 225.

HELP WANTED

INDUSTRIAL RELATIONS: Experienced in negotiations, NLRA and NLRB procedures, wage administration, etc. Human relations and administrative ability required. College background preferred. Willing to travel extensively. Reply Box 215.

Large oil company in Venezuela requires training supervisor with advanced academic degree or equivalent industrial background. Age limit 45. Experience in determining training needs, planning, development, coordination of training programs and preparing instructional manuals. Send full details as to educational background and experience. Reply Box 219.

Large oil company in Venezuela requires safety supervisor. Age limit 45. Experience in developing safety and fire prevention courses, investigations of accidents and their causes. Able to recommend preventive measures. Send full details as to educational background and experience. Reply Box 220.

SITUATION WANTED

RECREATION DIRECTOR: 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

PERSONNEL DIRECTOR: Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

PERSONNEL: 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

PERSONNEL: 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Veteran, married, 2 children. Reply Box 213.

PERSONNEL: M.A. Applied Psychology. Married and 31 years of age. Immediately in any locale. Resume upon request. Reply Box 218.

PERSONNEL ASSISTANT: B.B.A. Industrial Relations. University of Minnesota. 2½ years general experience as staff member in charge of all phases of personnel function for a precision metal manufacturer having 450 employees. Desire to specialize in wage and salary administration in larger company. Age 27, excellent health. Resume upon request. Reply Box 221.

PERSONNEL PSYCHOLOGIST: Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

INDUSTRIAL RELATIONS—PERSONNEL: 7 years experience in all phases of industrial relations and personnel management and administration including labor relations (union contract negotiations and grievances), employee services, personnel records, wage and salary administration, and employment. M.A. degree. Age 30. Single. Present salary \$7200. Los Angeles area. Reply Box 224.

PERSONNEL ADMINISTRATION: 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 217.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL JOURNAL

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by THE PERSONNEL JOURNAL, INC., Swarthmore, Pa.

EDWARD N. HAY, Editor

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PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 1

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Conference Calendar

MAY

- 15-16 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference. C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas.
- 17-18-19-20 Cleveland, Ohio. Hotel Carter
National Industrial Recreation Assn. Annual Conference. John W. Fulton, Executive Secretary, 203 North Wabash Ave., Chicago 1, Ill.
- 20-21 Detroit, Mich. Rackham Educational Memorial Building.
Detroit Chapter—Society for Advancement of Management. Fifth Annual Management Clinic. Jack E. Steinhelper, Publicity, % Nash-Kelvinator Corporation, 14250 Plymouth Road, Detroit 32, Mich.

JUNE

- 2-3 Washington, D. C. Hotel Statler.
Society For Personnel Administration. Annual Conference. P.O. Box 266, Washington 4, D. C.
- 21-July 3 Pasadena, Calif.
California Institute of Technology. Sixth Annual Conference. Personnel Administration & Managerial Development. Robert D. Gray, Director, California Institute of Technology, Industrial Relations Section, 1201 East California, Pasadena, Calif.

JULY

- 19-22 East Lansing, Mich. Michigan State College.
College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

MANAGEMENT DEVELOPMENT PROGRAMS are all the rage. The term management development is an improvement over the older phrase, supervisory training. So far as I know, it means the same thing, since very few training directors are plying their trade in the ranks of presidents and vice-presidents.

Regardless of the name by which it is called, it is true that improving management skills at all levels is an extremely important matter. I get around a great deal among management people, particularly those at the top, and I am continually being struck by the lack of skill in the performance of management responsibilities. Important as it is to help management people learn more about management, it is necessary to recognize that management is not just common sense. By the same token, improving management is not just a matter of talking about management.

The human mind is a complex mechanism which is affected greatly by the emotional makeup of each individual. The higher we go in management the more important it is that the manager has a high degree of skill in his relations with other people. Unfortunately not every one is blessed with an inclination to deal gently with others. Definitely, some executives have a lot to learn about human relations tools.

The performance of executives is affected by their underlying drives, interests, attitudes, abilities and by many other things. What we need therefore in the development and execution of management improvement programs is the help of the psychologist. This doesn't mean just any psychologist, but in particular the psychologist who has not only a knowledge of industry but who also is quite expert

in understanding peoples' minds and how they work—and why. I would say that no high-level training or development program can be as successful without the help of a psychologist as it could be with it.

We have carried stories on training by a number of psychologists, which have been found helpful by a good many readers, judging by their comments. Among the authors are Nathaniel Cantor and Eugene Jennings. The latter authored an article in this issue—one of an outstanding series. Before you embark on any important training or development program, especially if it is to be at high level, see what help you can get from a psychologist who has studied the learning process.

THE SUPREME COURT HAS RULED that a State has the right to pass a law for the purpose of protecting citizens who wish to work. Seven of the nine Supreme Court justices recently upheld the constitutionality of Virginia's "Right-to-Work" law, which declares that denial of work on account of membership or non-membership in a union is contrary to public policy.

The Fifth and Fourteenth Amendments provide that "no person shall . . . be deprived of life, liberty, or property without due process of law," and "no State shall . . . abridge the privileges and immunities of citizens." Arthur Krock, in his column "In the Nation" which appears frequently in the New York Times, after calling attention to this decision said, "In numerous cases the Supreme Court has held that this covers the right to enter into and carry out contracts in respect to one's property and private affairs. But of late years state and local governments and the police authorities have permitted, and often even protected, union picketing at struck plants that effected the plain pur-

pose of preventing any citizens from contracting to work or working therein."

Under the same date, March 17, 1953, a correspondent for the New York Times, Joseph A. Loftus, wrote a story of this Supreme Court decision. It seems that the building trades unions of AFL picketed a school construction project, and a Richmond Court issued an injunction against them. The Court also awarded damages of \$190. to the contractor. The peaceful nature of the picketing was undisputed. There were never more than two pickets and at times only one. The picket placard read: "This is not a union job." The complaint alleged that, as a result of the picketing, union members refused to continue to work there. When the injunction was issued against picketing, it ceased.

He quotes Justice Burton as saying in his decision, "Petitioners here engaged in more than the mere publication of the fact that the job was not 100% union. Their picketing was done in such a place and in such a manner that, coupled with established union policies and traditions, it caused the union men to stop work and thus slow the project to a general standstill.

"Based upon the findings of the trial court, we have a case in which picketing was undertaken and carried on with at least one of its substantial purposes in conflict with the declared policy of Virginia. The immediate results of the picketing demonstrated its potential effectiveness, unless enjoined, as a practical means of putting pressure on the general contractor to eliminate from further participation all non-union men or all sub-contractors employing non-union men on the project."

Originally, the employer had contracted for both union and non-union labor but, after the picketing began, the union workers refused to work on the ground that to do so would be crossing a union picket line. The plumbers' union asked the Supreme Court to vacate the injunction on the ground that it violated other basic

rights of the constitution—the rights of "free speech" and "assembly." The fact that the picketing was peaceful had no bearing in the case, in the opinion of the Supreme Court justices, inasmuch as such picketing as was carried on was effective.

Mr. Krock comments that here again is a case where an attempt was made to deny the right to work. The right of non-union men to work was, he says, "again impressively upheld by the highest court in a nation where it has been ignored by the political power in many places, even to the point of allowing union pickets to keep management from entering struck plants. Now perhaps the Administration and members of both parties in Congress can find the courage to specify this fundamental right to work in the national statutes."

WE HAVE OFTEN ADVOCATED "PLAIN TALK" in these columns. My thesis has always been that we should express ourselves clearly in whatever we attempt to say. This does not mean that we should write everything in words of one syllable. There are many occasions in which complex expression is both desirable and pleasurable.

The relative complexity of your prose should depend on the people who are to read it. In writing employee magazines for a manual work force which averages something below high-school graduate level, it would be absurd to write in the flowery and beautiful phrases of Charles Lamb. On the other hand, literate people, when giving their attention to complex subjects, do not want to be insulted by being addressed in basic English.

The Saturday Review, a "literary" magazine with which most of our readers are no doubt familiar, published an article on February 14th called "Literature by Slide-Rule." It was written by Stephen E. Fitzgerald, who takes himself very seriously in deriding what he calls the "readability boys and their word-counting machines." He goes to a lot of trouble to

criticize industry's efforts to use "plain talk" in the right place.

It seems to me that Mr. Fitzgerald has missed his cue. He is, of course, quite right when he says, "The readability disciples are sometimes likely to forget that brevity does not necessarily equate with clarity." So far as I know, no one claims that it does. Mr. Fitzgerald infers that industrial writers have made this claim—in order to poke fun at it.

What Rudolph Flesch advocates is saying what you mean in language that can be understood readily by those to whom you address it. In other words write "up" or write "down" in accordance with the audience you are trying to reach. Fit your language to the topic about which you are writing and to the audience you are addressing. Mr. Fitzgerald had a lot of fun but I think he is off the track.

MERIT RATING ATTRACTS A GREAT DEAL OF ATTENTION in industry these days. Not long ago we commented on an article by Whiting Williams in the September 1952 issue of *Factory*, called "Top Union Leaders Are Losing Touch with Rank and File." Now comes Eugene J. Bengé who comments on this article in the February issue of the same magazine. He says, "This article started me thinking about a question on merit-rating vs. length of service, which we have used repeatedly in employee attitude surveys. The answers provide dramatic support for Williams' point of view.

"The question presented as ultimate choices, (a): I think promotion and pay increases should mainly be arrived at through my length of service with the company."

"(b) I think promotion and pay increase should be determined by individual merit-rating based on my own performance on the job."

Bengé analyzed the replies made by 15,277 employees in 25 companies, both union and non-union. Of these employees

76% expressed a preference in favor of merit-rating rather than length of service as a means of determining promotion.

He says further, "It seems that here is further evidence that union leaders have lost touch with the wishes of the rank and file. Instead of bitterly opposing merit-rating, such leaders would do well to join with management in attempts to develop thorough and adequate methods of merit-rating, and thereby reward ability and initiative, to increase productivity and improve living standards."

GOVERNMENT POLICIES HAVE REMOVED INCENTIVE for creating any increase in real income. "Such denial of the profit incentive must sooner or later undermine the nation's productive power." This warning was issued in a company's 1952 annual report on earnings and operations, as quoted in the New York Times for March 18th.

The report goes on to say that in spite of an increase of \$1,573,000,000 in capital investment, and despite the fact that annual shipments since 1940 have averaged 5,300,000 tons, or 35% greater than shipments in 1940, the buying power of the earned income has equaled that of 1940 only in two years since that time.

I quote these remarks to remind certain labor paper editors that I have several times objected to statements they have made criticizing the steel corporations and other companies—for the huge profits they have enjoyed "at the expense of the working man".

TRAINING METHODS ARE OF CONTINUING INTEREST to all personnel workers. Different methods produce varying degrees of learning. The following list includes most of the methods in common use. You will readily agree that each successive method produces greater learning than those which precede it in the list.

METHODS OF LEARNING

1. Reading about something.
2. Being told about it.
3. Carrying on a discussion about it.
4. Acting out situations which are an imitation of the real thing.
5. Actually learning by trial and error in doing the thing which you are trying to understand.

The fourth of these methods, "acting", is a device that is attracting increasing attention under the name of "role-playing." What I want to say about role-playing is—don't be afraid of it. Role-playing is nothing in the world but acting out a situation. When I was a personnel director some years ago I wanted to take advantage of the idea of role-playing. The theory is that if people are compelled to speak extemporaneously—engaged in a give and take discussion with someone else—they will get more out of the situation than if they just talk about it in the abstract.

Here's how you can do it; let us suppose that a foreman is obliged to reprimand one of his men. Let this problem be one for discussion in a training conference among foremen. The leader will describe the situation and indicate the nature of the offense which has been committed. Then one of the members of the conference group will be asked to volunteer to play the part of the workman and another one to play the part of the foreman. If it is necessary for a better understanding of the situation, one or both players can be asked to leave the room for a few minutes while the audience is given a full explanation of the situation. Then the two actors sit down facing one another and the "foreman" proceeds to administer the reprimand to the "worker". The rest of the group sit there and watch what goes on. The two actors are obliged to grapple with the

problem and act upon it immediately. No matter how well or poorly they do it they will learn something from the attempt.

Sometimes after doing one of these roles the two actors can be asked to change places and to re-enact the situation. Later, other members of the group can be invited to take the parts of foreman and workman. The idea of role-playing is so extremely simple that you do not need anything more than the directions given here in order to try it out. Its effect on participants—and on observers as well—is much deeper than when the problem is discussed informally and, of course, abstractly.

EVERYBODY LIKES TO THINK ABOUT PUBLISHING a magazine or a newspaper and I am no exception. I get a big kick out of publishing *PERSONNEL JOURNAL*. Two of our nearby friends publish a weekly newspaper, *The Archive*, in the small town of Downingtown, Penna., population about 5000. Bob and Jane McIlvaine have been having a lot of fun and a lot of work getting out this paper each week. Jane wrote a book on it called "It Happens Every Thursday" and now this book is being put into a movie by Universal Pictures. Recent issues of *The Archive* carried photographs of the McIlvaines in Hollywood. The part of Bob McIlvaine is taken by John Forsythe and Jane's part is played by Loretta Young. The story of the McIlvaine's experience with *The Archive* appeared on Sunday, March 15th, on TV where it was presented by *Omnibus*, put on by the Ford Foundation. You will enjoy reading the book "It Happens Every Thursday" and perhaps you will have an opportunity to see the movie.

Ned Hay

One weakness of the member-centered conference method of training supervisors is that a strong member may dominate the discussion to the detriment of other potential leaders. "Forced leadership" makes almost everybody an active participant and, in the chain of events, eventually a group leader. It produces other worth-while results too. This is the fifth of a series to be combined in a single reprint upon completion.

Advantages of Forced Leadership Training

BY EUGENE EMERSON JENNINGS,
Assistant Professor of Industry,
Wharton School, University of Pennsylvania

FORCED leadership training attempts to obtain maximum participation by developing a situation which will tend to "force" the foremen to assume leadership roles.¹ After developing a case study of a pertinent human relations problem and before possible solutions are forthcoming, foremen are divided at random into small groups of four or five each, with instructions to go into a huddle and within a time limit bring back and present before the whole group a solution.

Thus, several groups of foremen are given a clearly defined problem and instructions to arrive at a solution. No one is designated as a discussion leader; yet after getting into their huddle someone will attempt to get the conversation going and guide the thinking through to a solution. This "leader" will probably present the solution before the whole group.

NEW LEADERS REVEALED AT SUCCESSIVE STAGES

A week later in the second session the same procedure is used with a different human relations problem, except that the so-called leaders of the first session are put into one group while the remaining foremen are randomly distributed into several other groups. Thus, another opportunity is afforded each non-leader to guide his group toward a solution.

¹ *Personnel Journal*, "Forced Leadership Training," Vol. 31, No. 5, October, 1952.

In the third session, with a new human relations problem clearly defined and awaiting solution, leaders of the two previous sessions are randomly distributed into small groups, while the remaining non-leaders are treated likewise. As usual, the groups retreat to privacy and from the session again several non-leaders are "forced" to assume leadership roles. The process of whittling down non-leaders continues in ensuing sessions until not more than two or three remain. In this way maximum participation is obtained.

The greatest value of forced leadership training comes out of the opportunity for free participation. Leaders are not formally designated. This gives equal status to each foreman. The group, not an individual, is made responsible for finding a solution, thus making each member feel his efforts are needed.

TEAMWORK DEVELOPED BY SHARING RESPONSIBILITY

Sharing responsibility develops team work by which foremen learn that each cannot have things his way. Ideas, feelings, and differences are expressed and foremen learn that there is more than one side to a problem. Becoming sensitive to each other's thinking is a primary benefit resulting from forced leadership training.

Forced leadership training is conducive to cooperative problem solving. Men naturally get to know each other's ability to present constructive and helpful suggestions, because such participation is sought from everyone. The individual most helpful to the group is focused on by the other members. Through a very natural process a leader emerges spontaneously. He guides the discussion by his contribution and way of doing—not by position or authority because of having been formally designated the leader. He is influential rather than powerful. A democratic form of leadership develops through forced leadership training.

This kind of leadership is desirable, especially for leaders over workers, since autocratic force only serves to beget force and often requires additional force to quiet the disturbance. Rather than imposing one's will on individuals by autocratic bossing, democratic leadership attempts to attain its goals by earning the good will of the group.

However, training foremen to be democratic leaders is difficult, primarily because they feel that refraining from strict control is a sign of weakness. They are not aware that their effectiveness is actually increased when they share the solving of problems with those whom they are expected to lead. Because of this prevailing doubt, foremen must *experience* democratic leadership before they will accept it. Unlike other forms of training, forced leadership provides ample opportunity for all foremen to feel the surprising results of democratic leadership.

Another advantage of forced leadership training is that foremen with superior ability and with skill in guiding problem-solving groups are segregated from those of less ability and skill. Training methods which do not differentiate between degrees of leadership skill tend to favor those foremen who are leaders already. Those foremen

who most need leadership training take a back seat to the foremen experienced in leadership.

For those who are not seasoned leaders, segregation is necessary, for without it they are constantly at a disadvantage. Under pressure to perform above their present level of skill their performance fails to satisfy. Someone else always seems to have better suggestions, which dampens their enthusiasm. They feel superfluous and become spectators rather than participants.

Some of these foremen attempt to gain respect by means other than constructive participation. They may become loud, impolite, and extremely critical or else indifferent, bored, and uncooperative. Disturbing remarks replace sincere suggestions. Other foremen who want to get something out of the session become irritated and the conference bogs down.

Forced leadership removes a handicap from foremen lacking seasoned leadership qualities by segregating them from foremen possessing more of these qualities. Experience in training reveals that foremen of similar ability and experience seem to get along better together than when there are wide differences among them. Tensions and frustrations are less and participation seems more congenial and satisfying.

METHOD BRINGS OUT LEADERSHIP QUALITIES OF ALL

To foremen of superior ability and experience in leadership, segregation offers a challenge in competing with other foremen who also have these qualities. Some rise to the occasion and meet the challenge successfully by tapping ability previously wasted. Foremen meeting their match, however, learn what being led is like, which is another aspect of democratic leadership.

At the same time, foremen with little leadership skills and used to being led, are given the opportunity and motivation to develop leadership. Successful in their first experience at democratic leadership their interest and progress are maintained by advancing into groups of foremen with similar experience. This process, continuing until all but a few have the "feel" of democratic leadership, develops the skill of those foremen initially lacking leadership skill while the leaders are forced to improve further or gain valuable experience in being led.

In some training methods, the conference leader attempts to encourage maximum participation by prescribing rules within which discussion takes shape. Talking too much, straying from the subject, needless interruptions—to mention a few—are thereby curtailed. Often the conference leader acquires more leadership experience than the foremen.

Many a business man owes more than the world knows to a devoted wife and a happy home. The personnel man, because of the nature of his work, may owe more than most. This article, condensed from an address before Personnel and Industrial Relations Association members and their wives at Los Angeles in January, pictures personnel men and women as the kind with whom you—and we—are proud to be associated.

Wife, Home, Greatly Affect Personnel Man's Progress

By LAWRENCE A. APPLEY, President,
American Management Association

IN TACKLING this rather unique task of helping the other halves of personnel administrators (husbands or wives, as the case may be) to understand and appreciate the importance of both halves, I shall endeavor to give my own viewpoints as to: what makes life worthwhile; how personnel administration meets the requirements; and what seems to be ahead in the field of personnel administration.

There are those who sometimes classify human beings into the categories of individuals who have a mission in life and those who are just living as best they can. It is not too difficult to identify those who have a high purpose and who are directing their thoughts and efforts towards its attainment. They have a poise, stability, confidence, and human understanding which makes them stand apart from the crowd. That, in itself, involves certain sacrifices because those who have no purpose in life are usually uncomfortable in the presence of those who do. At times, they even try to bring others down to their level.

GOOD EXECUTIVE A WELL ADJUSTED PERSON

All of these qualifications just mentioned can be summed up in the word, maturity. When an individual is mature, he has found himself. He knows what he is doing, what is worth doing, and what it is that his particular qualities and abilities fit him best to do. His own personal life is well adjusted, not only so far as he himself is concerned, but also in his relations with others who are his closest associates.

Anything which interferes with his maturity or stability in life detracts from the attainment of his mission. Ordway Tead, in his latest book, "The Art of Administration," says that "a stable executive is a stable man." He goes on to say that this means that his relationships with others are on a sound basis and that particularly important are the conditions at home. Does he have the kind of home of which he can be proud?

Both FORTUNE and LIFE magazines have featured within the last few years articles on the importance of executives' wives. While there is a great deal of humor and facetiousness in such discussions, there is also a great deal of dead seriousness. A man's wife, children, and home can help him attain the highest satisfactions in life or they can absolutely break him. This is a fact and is not intended to imply that a man deserves or should have the kind of home he needs regardless of what he is or what he does about it. It is a mutual proposition.

When an individual is engaged in a life of human service, he is influencing and helping others to develop into better workers and citizens. The better worker and citizen he himself is, the more powerful is his influence upon others. The more powerful he is in his influence upon others, the greater satisfactions he receives from his work.

PERSONNEL WORK A HIGH CALLING

Personnel administration guides human resources to the attainment of predetermined objectives, to the satisfaction of those served, and with a high degree of morale and sense of attainment on the part of those rendering the service. Our effectiveness in reaching such an objective varies in direct proportion to our understanding of human nature, to our appreciation of human values, and to our recognition of human dignity. Personnel administrators are devoting their lives to trying to make the highest teachings of religion and the finest precepts of education work in the every-day lives of individuals. Can anyone think of any higher calling?

There are those who think of personnel administrators as "do gooders," welfare workers, sentimental Santa Clauses, technicians, efficiency experts, glorified clerks, etc. Possibly they have gained these concepts from ignorance, hearsay, or from actual experience with certain types of personnel administrators. No one of them, however, is acceptable.

A good personnel administrator is first and foremost an individual of the highest executive caliber. He is one who appreciates the social, economic, and political environment in which his organization operates. He knows that the welfare of the individual members of his organization is dependent upon its economic health. He knows that the economic health of the institution is represented by profits or surplus, depending upon its character. He has a deep, moving conviction from which he cannot be shaken that profit or surplus can be maintained over long periods of time only when services and products of a high quality are made available to the consum-

ing public for prices at which they will buy. He knows that this can be maintained only when the individual members of the organization are producing to their utmost and doing so because they want to, are proud to, and because they are highly satisfied with what they are contributing to the over-all result and with what they are getting in terms of their own attainment.

The good personnel administrator is both a persistent and a patient kind of chap who, at the same time, is a diplomat and a salesman. Beyond that, he is well enough informed and skilled to be able to supply what he sells, to service it, and to prove it out.

The personnel administrator is usually a sensitive type of person. He is sensitive to the reactions of other people. Some may interpret this as temperament but, actually, it is concern. He is a perfectionist at heart, but wisely compromises in the light of human frailties. There are times when everything is right in the world and he whistles and sings and floats on air, and there are other times when he is so low that he would have to get a step-ladder to reach the edge of a curbstone. This is sometimes interpreted as moodiness, but it is usually a reflection of concern.

HARD TO LIVE WITH—NEEDS UNDERSTANDING AT HOME

Because the personnel administrator is living constantly with human problems, and because he is giving of himself so much, and because he is permitted so little laxity in his own example to others, he is frequently a problem to live with at home. Sometimes, when he gets with those who are the dearest and closest to him, he reacts in most startling ways to the kind of life he has to live outside his home.

Having spent so much of my own life in personnel work, I may be allowed to believe that it is the most important work there is affecting the work relationships with people. I happen to believe also that it is the most difficult—without authority but with a great deal of responsibility. Other people have to be influenced to do what appears to be right. Without adequate measurements for determining savings and profits accruing from good personnel administration, many measure it only by what it costs. Even though its motive is to help people, there are many times when the circumstances of the situation result in people being hurt. The objectives are so high that they are seldom reached.

Despite the difficulties of the job, there are great rewards. While the financial rewards for people in personnel work are increasing steadily, the non-financial incentives are by far the greatest.

An individual must maintain self-respect. That is fed to a large extent by what others think of him and his work. More than ever before, and with a growing degree of intensity, top and fellow executives have a high regard for the work of personnel men and rely heavily upon their counsel and help. Even those who may outwardly oppose the personnel administrator's efforts have a deep respect for what he is trying to do. Those in personnel are looked upon very favorably by the workers.

They see them as people who are interested in their welfare and who are trying to help them in their own work and lives.

Greater than all of this is the terrific satisfaction that comes from the attainment of some particular objective for which the personnel administrator has been the pioneer, the missionary, the sponsor, and the worker. When one looks over a span of years and sees something in practice within a company for which he at one time suffered because of its absence, it does something to him.

Because personnel work is among the highest of missions in life, because its motive is to help people and to furnish opportunities for the realization of their fullest potential in character, personality and productiveness, because it contributes tangibly to the successful attainment of the objectives of operating executives, it enjoys great prestige, and success in it is wonderfully satisfying.

GREAT DEVELOPMENTS IN PROSPECT IN HUMAN RELATIONS

Personnel administration has followed a long, hard road. We all know the history of it so well there is no use to review it here. What is significant is that it has now come into its own. It has now become an absolute necessity that organizations provide adequately for the human resources for which they are responsible. Managements are becoming more and more conscious of the direct relationship between the adequacy of personnel programs and competitive survival.

While over the last several decades, great emphasis has been placed upon good personnel administration for workers, and while that emphasis will not decline in any way, there is going to be over the next four or five years greater and greater emphasis upon executive personnel administration. There will be much more demand for constructive work in organization planning and management development.

While relations with organized labor have gone through the blood and brimstone stage of development, we are now entering an age of maturity in management-labor relations. The methods of even a decade ago are now outmoded. It will take big people to handle the problems of the future. Big people will have to be handled on a high plane.

Many techniques of personnel administration such as employment, placement, training, wage and salary administration, employee benefits, have been developed and accepted. They are going to be subject to constant change, and a great deal of research will have to be conducted in brand-new methods and practices.

While technological development has been emphasized in the past, the great developments of the future will be in the realm of human resources. The pace of development in this area during the next ten to twenty years will make the rapid technical developments of the last twenty years look slow.

This all means greater attention to human research. What makes people tick? Group dynamics, human motivations, human satisfactions, the ethics of human relationships, the realization of human potential, are all the concern of the future.

The atomic scientist is the symbol of the past; the human scientist will be the symbol of the future.

What I have endeavored to say in this rather rambling way is, first, that a life with a mission provides far greater incentive and reward than a life without it; that working in personnel administration is about as high a mission as possible; that while the job of personnel administration is difficult, at the same time it carries with it respect and prestige; that to be most effective, one must be mature and stable; and that one of the greatest influences upon such maturity and stability are the close associates with whom you live and work—with greatest emphasis upon the home.

Since this particular presentation is made for the wives who are here, please let me make a few more observations:

1. Do everything possible to understand what your husband is doing and the importance of it.

2. Do not ever become guilty of believing that you have no important part to play in your husband's profession. Please do not belittle and misguide yourselves by saying, "I cook the meals, clean the house, do the laundry, take care of the children, maintain the home in which my husband eats and sleeps, but I have very little part in his daily life." Even though you may never discuss his work with him, even though he may never bring his problems home, what he does and how well he does it is directly affected by you. There is nothing more valuable to a man in personnel administration than confidence, and there is nothing which contributes more to his confidence than a good home and a wife who definitely identifies herself with his success. It takes sacrifices on both sides to make for mutual greatness.

A WORD TO MEN WITH WIVES IN PERSONNEL WORK

While this has all referred to the personnel administrator as a man and to the companion of a personnel administrator as his wife, there are women in personnel administration who have husbands in other activities. More husbands are guilty of belittling the personnel activities of wives than vice versa. There are a lot of husbands in business today who could take some advice from their wives, who are engaged in personnel administration, that would make them so much more successful in what they are doing, they would not know what hit them. It is quite probable that they are living with a "consultant" whose advice is of far greater value than something they might pay someone else thousands of dollars for.

Non-financial incentives! The purpose of a home is the creation of an institution which is of some value to the society in which it is situated. If that home creates an environment out of which come individuals who are stable, mature, confident, and have a high mission in life, what greater service can be rendered? The making of a home is a cooperative, understanding effort, and some of the sound principles of personnel administration, if applied in the home, would astound us all by the changes they would bring about.

Lack of firm *written* personnel policies is responsible for much confusion and discontent at all business levels. Though it is seldom the personnel man's role to determine policy, he is generally expected to recommend, to put into understandable form, to communicate and to appraise the acceptance of company policies. This thoughtful piece should help jell your thinking on the subject.

Developing Personnel Policies

BY ARTHUR M. WHITEHILL, JR., Associate Professor,
University of North Carolina, School of Business Administration

PERSONNEL policies constitute the framework within which decisions will be made and action taken which vitally affect the aspirations, hopes and fears of millions of human beings at work. The need for clear understanding and creative thinking in this area hardly could be overemphasized. Yet there is still much confusion with respect to just what the word "policy" properly refers.

Policies are not just the "rules of the game," or even the "limits of discretion" within which administrative action may take place. Neither are they mere restraining devices to keep members of the organization from "running amuck" or "going off the deep end." These interpretations, although correct as far as they go, are frequently offered as adequate definitions. But they seem to this writer to put entirely too much stress upon the *negative* aspects of policy. Policy formulation and determination are essentially *positive* steps in administrative leadership. When looked at this way, policies may be more properly regarded as definite statements of company philosophy and purpose.

POLICIES SHOULD ACCENT THE POSITIVE

A policy should serve as a constructive, rather than restrictive, guide to thought and action. As such, it may be thought of as a blueprint, or roadmap, to indicate the sort of forward motion to which all of the people involved in a business enterprise are dedicated. The fundamental purpose of business policies, then, is to increase the understanding of all the people who have joined together in a group effort as to where they are going and why. Thus they must be formulated not only upon careful consideration of the technical factors involved, but also upon those social and ethical principles which are the hallmark of good human relations.

The role of personnel relations executives in developing policies is primarily one of formulation, rather than of determination. Responsibility for final determination of policy is a line function and rests with the chief executive and the board of directors of a corporation. As a staff officer, the personnel relations administrator ideally brings to top management specific policy recommendations. These are the result of general participation and thinking on the part of all those people who are involved and interested in the goal toward which an acceptable guide is desired.

UNIONS SHOULD SHARE IN MAKING POLICIES

In companies whose employees are represented by a union, sound practice indicates that participation of the union should not only be tolerated but actively sought. Union participation greatly facilitates the job of the personnel executive in this respect. Cooperation on the part of employees and their representatives *before* policies are officially adopted by top management almost invariably promotes greater acceptance of the resulting guides to action. Seeking general participation in policy formulation in no way alters the fact that final determination is an unequivocal right and duty of top management.

There are many different types of personnel policies at present serving as effective guides to management thinking and action. Because policies must be tailor-made to individual situations and needs, it is difficult to classify them except in the most general terms. One such classification, based upon organization levels, follows:¹

- a. General company policies are broad guides to action to which all other policies must conform.
- b. Administrative policies are those established for the guidance of the top-executive levels of the company.
- c. Operative policies are those established for the guidance of the lower-level executives who carry out the plans and programs of the top executives.
- d. Functional or staff policies are those which govern the personnel activities of specialized departments such as accounting, engineering, and inspection.

Such a classification, however, seems to make an unnecessary distinction between major and minor policy levels. Personnel relations policies have to do with people in the organization. Inevitably, most statements of purpose in this area will concern every employee, from top to bottom, in the company. Personnel policies simply cannot long remain the special concern of one level of the organization to the exclusion of others.

For these reasons, it may be better to base any classification upon subject matter rather than on organization level. An illustration drawn from a handbook for employees of Burlington Mills, one of the largest producers in the textile and apparel field, may be helpful in this respect.² First, the company's general policy of "Quality at a Lower Price" is explained in some detail as a basic principle upon which the

business rests. Then certain company policies dealing more specifically with personnel relations are listed under the caption "What you may expect from Burlington." Included in this category are company statements of purpose concerning steady employment, fair wages, placement of workers, working conditions, promotion, recognition of service, sharing information, insurance plans, educational loans, employee discounts, vacations and holidays, recreation, and plant commissaries.

Special emphasis is given the company policy with respect to communications in a separate section entitled "Remember the Open Door." The philosophy behind all policies is, in a very real sense, summarized in the description of the Open Door as "A spirit of helpfulness which exists among the entire supervisory force from your immediate supervisor right on up to the President."

The next group of policies listed in this handbook is given the caption "What Burlington expects from you." Here such matters as the company's sixty-day trial period, adherence to plant rules, safety and health goals, sick leave, and termination of employment are covered. Certain other policies are grouped under the heading "You should know about." These include method and time of wage payment, payroll deductions, workmen's compensation, unemployment compensation, and the keeping of personnel records.

POLICIES NOT TO BE CONFUSED WITH PLANT RULES

The necessary distinction between company policies and mere plant rules is emphasized in this and other well-prepared company communications. Under the special caption "Plants Rules," specific rules and procedures are carefully explained with respect to such matters as reporting for work, absenteeism, respectable and orderly personal conduct, smoking, work habits, outside business, visiting, telephone calls, debts, respect for property, use of alcohol, and trespassing upon company property. A special section of rules is devoted to matters of safety and health on the job.

There are still a good many companies which have no written record of many of these important personnel matters. In such situations, it is not at all surprising that misunderstandings arise as differing interpretations of company policies are acted upon in various parts of the organization. There is little doubt that all personnel policies should be reduced to complete, yet concise, written statements which always are available to all interested persons. The need for written policies is clearly stated in the following observation:³

Even at best, written communication is open to more misunderstanding than is oral communication. Why then should a policy be put in writing? There are at least two reasons for writing policies, either of which would be conclusive.

First, policy ideas are of necessity general. This means that they often remain too vague to be useful as guides. But until someone tries to write them down, this vagueness may not be recognized.

Second, unless policies are written, they cannot be regarded as firm (though flexible) commitments. When they are written it should be apparent to management representatives, employees and union officials that top management means what it says.

Before any policy is officially adopted by top management, it should be subjected to final review in order to determine whether or not it meets certain qualifications essential to effective administration. The following tests seem to be among the more useful for general application.⁴

POLICIES MUST BE CLEAR, GENERALLY ACCEPTABLE, CONSISTENT

a. *Is the proposed policy clear* (as to long-range purpose, general commitment for action, and scope for discretion)?

b. *Is it acceptable?* Does it secure agreement from a majority of members in all groups as a guide to management decision that will re-enforce shared purposes?

c. *Is it consistent* with customary practices, procedures, rules, other policies and key situational factors?

In summary, the simple truth is that "it is the people who make a policy work." Only by working with and through every member of the organization who is both willing and able to think on a policy level will the personnel administrator be able to formulate guides to action—such guides as will bring the forces of creative imagination and practical realism into that delicate state of balance so essential to solid progress.

¹ John F. Mee, (ed.), *Personnel Handbook* (New York: The Ronald Press Company, 1951, p. 76).

² *Working Together*, (Greensboro, North Carolina: Burlington Mills, Industrial Relations Department, 1948).

³ Paul and Faith Pigors, "Who Should Make Personnel Policies?" Reprinted in Paul Pigors and Charles A. Myers, (eds.), *Readings In Personnel Administration* (New York: McGraw-Hill Book Company, 1952) p. 102.

⁴ *Ibid*, p. 104.

About the Authors

Dr. Eugene E. Jennings is Assistant Professor of Industry at the Wharton School of the University of Pennsylvania in Philadelphia. He holds a Ph.D. in Personnel from the State University of Iowa. Serves as consulting psychologist to the Monsanto Chemical Co., and is associated with the office of the Chief of Ordnance, Washington, D. C.

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(Continued on page 26)

Compelling retirement by the calendar works a hardship on many individuals—and the cost to taxpayers and industry is becoming increasingly serious. The writer shows that, in at least one big business, even men of 70 to 75 stack up well against younger co-workers.

Older Workers' Efficiency in Jobs of Various Types

By MARK W. SMITH, Research Fellow,
Ohio State University, Columbus, Ohio

USE of the older worker is right now a major industrial and economic problem, of possible crucial importance in the event of a national emergency. Numerous agencies, among them the Bureau of Labor Statistics, the Federal Security Agency, and the New York State Joint Legislative Committee on Problems of Aging, are supplying information about the immediate losses and future problems engendered by compulsory retirement based upon chronological age.

Slichter states that the annual loss of output in industry from premature retirements is probably over 5 billion dollars (1); and Shryock estimates that by 1960, if present retirement policy continues, every 1000 economically active persons 20 to 64 will be supporting between 165 and 169 *dependent* persons 65 or over. (2) More personally hurtful effects of present policy appear in the fact that premature forced retirement leads, in many cases, to financial and emotional insecurity, contributing in a very real sense to physical and mental decline. This is one of many reasons why so many concerned people advocate flexible retirement practices, with retention of able older workers after thorough evaluation and perceptive consideration of each worker's skills, deficiencies and wishes.

REVIEW OF EARLIER STUDY FINDINGS

This article reports one of a series of studies made at Ohio State University concerning the relation of age to industrial efficiency. In each study, an effort was made to obtain results which would be of real use to the cooperating industries, in connection with job adaptations, employee transfers, and other measures allowing and helping older workers to remain effective.

An earlier study (3), dealing with route sales efficiency, showed that although equipment handling skill and judgment in customer relations increased with age, sales fell off, probably because energy decreased for the physical tasks involved. Another investigation (4) showed that older workers were more valuable than younger as "extras" in a department store, in that they continued available longer and were more dependable. A study of exit records of a manufacturing company (5) showed that older people were less often discharged as incompetent, and that many even 60 and over received above-average ratings in ability, attendance, and attitude, and were judged worthy of rehire.

A study made in a large business (6) showed that older workers were considered by their supervisors to be somewhat slower and less able to learn new operations, but better in attendance, more steady and more conscientious. The present study is a further report on the same large company, with special consideration of workers aged 70 and over and the type of work they did.

The group studied consisted of 903 men, age 18 to 76, who had been at least two years with the company. Of these men, 19% were 60 or older; 47% were over 44. Supervisors' evaluations, appraising abilities and personalities, were available on personnel record cards. These evaluations, because of their spontaneity and informal nature, were thought especially enlightening and unbiased. From these records, through careful systematic combination and elimination, were drawn the ability and personality traits treated in this report.

The accompanying table presents the net percentages of persons of various ages in three work groups—skilled, unskilled, and clerical—mentioned as having the various indicated characteristics. Skilled workers were mechanics and technicians of various types; the unskilled did various sorts of simple work; "clerical" included inventory and shipping clerks, checkers, and so on. Percentages were net, in the sense that the number of persons mentioned as not having a given trait was subtracted from the number reported as having it; thus, the number reported uncoopera-

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PERCENTAGES OF MEN—IN DIFFERENT AGE GROUPS AND TYPES OF WORK—
REPORTED AS HAVING CERTAIN TRAITS

Age.....	Skilled		Unskilled		Clerical	
	18-44	45-up	18-44	45-up	18-44	45-up
<i>Ability</i>						
Efficiency.....	72	70	58	66	63	61
Job knowledge.....	29	32	12	10	26	28
Accuracy.....	7	6	14	4	11	5
Ability to learn.....	16	10	9	1	18	9
Speed.....	3	-9*	5	-9*	4	-10*
<i>Personality</i>						
Cooperativeness.....	44	40	27	33	40	37
Dependability.....	42	35	33	41	36	33
Thoroughness.....	10	4	2	4	6	2
Steadiness.....	27	35	19	31†	19	31†
Attendance.....	9	26†	19	29	12	11
Number of cases.....	75	89	181	187	226	145

* Shows decreases of more than 10 from the younger to the older age group.

† Shows similar increases.

tive was subtracted from the number mentioned as cooperative, before percentage computation. Some percentages are, therefore, negative.

Few traits show great change with age; fewer still show consistent age changes for all three work groups. Speed does seem consistently to decrease with age; ability to learn, a little less so. But steadiness increases, and so somewhat does ability to work without supervision. That in none of these types of work was efficiency considered to decrease with age suggests the overall value of the "slow but steady" older man.

TRAITS NOT GREATLY AFFECTED BY AGE

The three work groups appear to differ relatively little as regards the overall mention of traits. The most conspicuous exception is the relatively low frequency with which job knowledge was mentioned for the unskilled; this finding might logically be expected, and that it does appear might be considered evidence of data validity. Age changes, in traits distinctive of work type, are few indeed. The increase in efficiency with age reported for the unskilled group with concomitant increase in cooperativeness, steadiness and attendance emphasizes the value of older persons for such work, and the importance of these traits of older people in that work.

Distributions and means for net evaluations were figured by totaling favorable comments and subtracting unfavorable. The mean evaluations show little change with age; however, means for clerical workers fall slowly. In all groups, for all ages, individual differences are great. But, no more older than younger men received negative evaluations, indicating low total worth. In fact, the greatest pro-

portion of low ratings is in the age group 30-44, for unskilled workers. Skilled workers show highest means and fewest rated low; unskilled workers show lowest appraisals. Such findings further support the conclusion suggested by the data in Table 1 that a large number of the older workers continue to be of very real value.

In an effort more specifically to picture the older worker as the personnel cards showed him, and to show how even workers past the usual retirement age might be considered excellent, the records for all those 70 and over have been summarized in the following paragraphs. Since organization rules make it relatively easy to continue work into these older years, these cases might be considered indicative of what could be expected if there were a general relaxation of retirement rules.

Skilled: Mechanic, 70: does an outstanding job, but has slowed down; never absent. Capable, dependable, asks advice and assistance when necessary. His experience makes him vital. Mechanic, 71: an excellent man, good attendance record. Carpenter, 75: a wonderful worker and a good instructor. Upholsterer, 75: an excellent man. Adept at all types of tailoring. A top producer and regular worker; in excellent health. Although his eyes are failing, he is still the best. Mechanic, 76: good on the job he's in; doesn't want a change.

Unskilled: Laborer, 70: good on light work; dependable. Laborer, 70: strictly a laborer; good attendance. Laborer, 71: good and steady; follows through well. Assigned to light work. Slow due to his age, but very dependable, good attendance. Laborer, 73: does a fine job; fills in well, always on the job, very dependable.

CLERK, AGE 75, GOOD MAN BUT BULLHEADED AT TIMES

Clerical: Inventory Clerk, 70: outstanding, plans his work, looks ahead, requires little supervision. Doesn't want responsibility. Excellent sick leave record. Processing Clerk, 70: always busy. Doesn't want responsibility. Because of age and health, he has a poor sick leave record. Processing Clerk, 70: good but slow due to age. Willing; good attendance record. Assigned to light work; needs supervision. Shipping Clerk, 71: slowing down, but still does a good day's work. Talks a lot, but is very willing. Process Clerk, 72: industrious and speedy, shows no effects of age, is accurate and dependable. Processing Clerk, 75: very good; knows job thoroughly, dependable, requires little supervision. Processing Clerk, 75: a very good man. Will try anything, but is bullheaded at times. Has excellent attendance record. Age is slowing him down but he is dependable, steady, and accurate.

In all, there were 16 workers in their seventies—three skilled, four unskilled, and seven clerical. That they were valuable employees seems clear. There were also nine skilled workers, twenty-one unskilled, and sixteen clerical in the age group 65-9. Clearly, an arbitrary retirement age of 65 would have cost this organization a very considerable number of valuable employees.

Three suggestions regarding older workers seem to the writer to emerge from the present study. In the first place, older employees seemed to hold up well in all three types of work covered by this investigation. It is sometimes assumed that only skilled workers commonly maintain a full value into the older years, because of their established skills and the unhurried nature of most of their work. But the preceding data show older unskilled and clerical employees also holding their own as compared to the younger. Doubtless, there are speeded assembly-line jobs and physically very taxing tasks, in which many older men could not maintain themselves. But otherwise their potentialities would seem excellent, in a great variety of work—not only in certain kinds.

SOME LOSSES DUE TO AGE OFFSET BY GAINS

In the second place, for certain impairments which tend to appear with age, as in speed and adjustment to new tasks or situations, there are gains which may often somewhat counterbalance—as in steadiness, attendance and ability to work without supervision. The total picture should be kept in mind in appraising the possible usefulness of the older worker.

A third suggestion emerges from study of individual work histories and from comments and conversations with the personnel staff. An older person on a job where he has difficulty may be transferred or down-graded. But this should be done with careful tact which prevents or at least minimizes feelings of inferiority; and there should be extra patience and help for the older man learning any new process and adjusting to any new work group. However, a change in the nature or layout of a job may better adapt it to an older worker—perhaps simply better lighting or a more comfortable position at the work may help. Some modification of the work day may keep a valued employee. There should be a variety of means available for meeting the problems and needs of the older worker.

Industrial psychologists and personnel specialists are most commonly thought of in connection with selection, training, and advancement of workers. It is suggested that they should be concerned increasingly with selective retirement, retraining older employees, transfer and adjustment in connection with age.

BOOKS

LEARNING THROUGH DISCUSSION. By Nathaniel Cantor. Published by Human Relations for Industry, Buffalo 2, N. Y. 1951

Probably the greatest problem confronting professional training directors is that of understanding the group process and its effect on learning. This problem is particularly acute today because more and more training is being conducted by means of group meetings and conferences. Understanding what takes place psychologically when a group of people directed by a conference leader meet to discuss a problem is probably as difficult as it is necessary.

Cantor states the problem very neatly by asking the question, "How do members of a group learn or change, by the exchange of opinions through argument, or by discussion on an intellectual, verbal basis? Is learning a matter of reasoning or does it involve much more?"

Trainees commonly found in a typical conference in business and industry are not likely to be disciplined social scientists accustomed to consider problems in accord with the logic of the situation. On the other hand, "They bring to the discussion their stereotyped 'rights' and 'wrongs,' 'goods' and 'bads,' their 'either-or' views of social behavior." They are not trained to examine their biases and assumptions from the point of view of the other person. "They interpret social events and individual behavior in terms of their more or less fixed attitudes."

Therefore, Cantor concludes that the major responsibility of the discussion leader is to help group members learn to look at events from many different and conflicting points of view. As new facts and new interpretations arise, Cantor believes that previous attitudes may be modified.

It is the author's conviction that a

discussion leader cannot be helpful in bringing about a change in attitude behavior unless he first understands what is involved in learning. Perhaps the major contribution of the book lies in the presentation of techniques which will help the discussion leader to understand the learning process and how it is effectuated by group discussion. Techniques for the application of sound learning principles are presented clearly and precisely in practical language without a lot of theory and technical jargon.

In this respect the book will be of greatest interest to professional training directors who are much too busy to read journals and keep up with research in the training field. For them the book offers illuminating ways to devise training methods empirically founded on sound learning principles. At the same time the presentation is not in the form of a cookbook of "do's" and "don'ts" when leading a discussion. He offers no "sure fire" ways of leading a discussion successfully because he believes that listing what a conference leader should and should not do is a poor substitute for knowledge and skill in the art of discussion leadership. He believes, in effect, that such devices block the development of a much-needed personal skill in the many discussion situations.

The student of human relations training may agree that, while the ideas and viewpoints expressed in this book are not actually new, they do help in the practical application of theory. In this respect a contribution has been made, but the training methods are among those often identified in much of today's superficial writing. In short, the book does not satisfy the need today for the publication of research

to validate either old training methods or new ones based on sound principles of psychology and sociology.

Eugene E. Jennings

SUPERVISORY MERIT-RATING, Survey No. 14 of B. N. A.'s Personnel Policies Forum. Published by The Bureau of National Affairs, Inc., 1231 24th St., Washington 7, D. C. 1952

This is an 8½" x 11" paper-covered bulletin of 29 pages, reviewing various methods of rating supervisors and foremen. A number of forms that are in use for merit rating are reproduced. In all but one instance the companies using them are identified—Southern California Edison Co., Lehn & Fink Products Corp., Lockheed Aircraft Corp. and others. A large number of personnel and industrial relations directors participated in supplying the information from which the report was written.

The first section deals with pros and cons of supervisory merit-rating; the second one describes merit-rating techniques and the third gives examples of supervisory merit-rating forms. Nine pages of the report are devoted to an excellent discussion of different aspects of merit-rating, the rest of the publication being devoted to the reproduction of actual forms.

One of the most effective of the forms illustrated is one used by an insurance company—unnamed—which employs the "normal distribution" principle. The form is so arranged that indications are given that the rater should, if possible, distribute his ratings along the line so that 2% are very outstanding, 18% in the next group, 60% are considered to be average, 18% below average and 2% very poor. This is perhaps a strikingly extreme application of the normal distribution principle. A slightly better distribution is often chosen in which the five groups represent respectively 5%, 25%, 40%, 25% and 5%

of the total number of employees, or else 5%, 20%, 50%, 20% and 5%.

This type of distribution is excellent where there is a fairly large number of persons being rated in one group—8 or 10 or more. For a number less than 10 the same result for practical purposes can be obtained by ranking the employees from best to poorest. This is much easier to do in smaller numbers as well as more practical since 5% of 5 people is only a quarter of a person.

SOCIAL CONTRIBUTION BY THE AGING. January 1952 issue of *The Annals*, edited by Clark Tibbetts. Published by The American Academy of Political and Social Science, 3937 Chestnut St., Philadelphia 4. \$2.

This special issue of *The Annals*, a bi-monthly publication, has to do with one of the day's most pressing problems—that of making useful and happy citizens of the aging.

Articles written by experts in the fields, relating to the status and future of the older person, are grouped in four sections: Needs and Capacities of Aging People, Contribution to the Productive Economy, Contributions to the Cultural Life of the Community, and Maintenance of Capacity for Social Contribution.

Of special interest are the discussions on older people in relation to labor, retirement, keeping fit for the job, income maintenance, and employment services. Excellent accounts are given of the progress made by management and labor in solving attendant problems, and lines of further needed study are indicated.

Anyone dealing with the rapidly increasing number of older people in our society will find this an informative and valuable guide. It was edited by Clark Tibbetts, Chairman of the Committee on Aging and Geriatrics, Federal Security Agency, Washington, D. C.

Dorothy Lee March

PLANT GRIEVANCES (source book). By Dr. Harold S. Roberts, University of Hawaii, Industrial Relations Center and University Extension Division. 1952. Paper covered, 8 $\frac{3}{8}$ " x 10 $\frac{3}{4}$ ", 134 pages.

The first section of this book reports a study made by the Bureau of Labor Statistics for the National War Labor Board. Grievance procedures in 101 U. S. plants were looked into. Almost 90% of the plants are said to have industrial relations departments. In more than one-fourth of the plants the industrial relations department represents the management, at the final step prior to arbitration in the plant's grievance procedure. More than four-fifths of the companies have training programs in labor relations; such training usually deals with the provisions of the union agreement and basic union and company policy. All of which points to the importance of an industrial relations man educating himself on handling grievances, even though he may have little or nothing to do with them in his present job.

This unpretentious book, apparently printed by offset from typewritten copy,

would serve admirably as a starter for the person who knows little about grievance procedures, or as a "refresher" for one who knows a good deal. It is well organized and, it seems to us, comprehensive. There are three sections, followed by a bibliography. The sections are headed: The Grievance Procedure, The Role of Foremen and Shop Stewards, and Handling the Grievance. Each section has a brief introductory statement, and ends up with a page of questions based on the text.

A few questions from Section 2 will indicate the coverage: "Why has there been such unusual emphasis in recent years on 'human relations' in industry? Should foremen be consulted in the formation of labor policy? Should a steward ever tell a union member that his grievance is without merit? Do you agree that the existence of numerous grievances indicates that labor-management relations in the plant are poor? What are some of the major suggestions for the effective handling of grievances?"

The author is Dean of the university's College of Business Administration and Director of its Industrial Relations Center.

(Continued from page 18)

Dr. Arthur M. Whitehill, Jr. is an associate professor of business administration at the University of North Carolina, Chapel Hill. From the University of Virginia he received his B.S. in Commerce, M.A. in Economics and, in 1945, Ph.D. in Economics. In 1948-49 he was a visiting professor at the Harvard Graduate School of Business Administration. Dr. Whitehill has written some twenty editorials on a wide range of business and economic subjects for *The Saturday Evening Post* and has contributed to a number of professional journals and newspapers.

Mark W. Smith for two years has been a research fellow in gerontology at Ohio State University, Columbus. He is one of a group there studying employment and adjustment in the later years, and has written several papers dealing with the older worker. He received his Masters Degree in Psychology from Ohio State in 1951 and is to receive his doctorate next month.

Just Published—

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Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

WHAT ABOUT PROGRAMS FOR YOUR PERSONNEL ASSOCIATION? Do you get tired of the same old thing every month, or do your programs always seem fresh and interesting? Did you have a program recently that was so outstanding you want to tell everyone about it? What makes a successful program? What programs are most valuable to you? Give us your ideas, and let's talk it over.

A QUESTIONNAIRE WAS USED by the SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, to poll members on program preference. Forty-two said they would like to hear speakers at some meetings and to have group discussion at others. As a result the program committee came up with an unusual discussion for the March meeting.

The meeting was divided into five evenly balanced groups, each working hard on a different topic. In order to keep a balance of participants the committee gave members a slip of colored paper designating the group with which each one was to work. Members were permitted to trade slips with each other, if they had particular interests. The topics used for the discussion were: Employee Attitudes; Industrial Safety; Employee References; Health and Welfare Plans; Problems Involved in Making Exceptions to Company Policy. Each group was led by a member of the Association particularly well qualified on the subject.

Members of the Seattle chapter have further opportunity for informal discussion at the weekly luncheon meetings. *Personnel Pointers*, the monthly bulletin of the Seattle Chapter, was very generous with references to *PERSONNEL JOURNAL* in its March issue.

AN IDEA EXCHANGE was conducted by the INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO. Members were asked if they were willing to accept the challenge inherent in this statement: "From my point of view most of the activities carried on under the name of industrial relations have been programs aimed at the manipulation of people without power for the benefit of people with power." That must have provoked a lively discussion. The Association has a formal meeting one evening a month, supplemented with smaller meetings about once a week, for various interest groups. The members primarily interested in labor-management relations, for instance, in March heard Mr. Clarence M. Updegraff, Professor of Law, University of Iowa, speak on "How Much Do You Know About Arbitrations? Are You Ready For One?" At the regular March meeting, Frederick J. Bell, Director of Human Relations, McCormick and Company Inc., Baltimore, spoke on "Multiple Management."

SENIOR STUDENTS OF PERSONNEL ADMINISTRATION at Oregon State College were guests of the PORTLAND CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in February. A panel discussion in which ten of the students took part aired both the academic and practical aspects of current problems in personnel management.

TRAINING ACCOMPLISHMENTS AND MEETING FUTURE TRAINING REQUIREMENTS was the subject for a panel discussion at the March meeting of the TRAINING DIRECTORS SOCIETY OF PHILADELPHIA. The panel consisted of seven top management men and training directors. Some of the

questions brought up in the discussion included: What have training programs accomplished? What does top management expect from its training programs? Does management feel its investment in training is paying off? What is management's attitude toward training, and what are its major criticisms? How do training staffs feel about the attitudes of management? How can training subordinates train their superiors?

Memo, the monthly news letter issued by the TRAINING DIRECTORS SOCIETY OF PHILADELPHIA, reviews the address given at the February meeting by John R. Murray, on "The Need for Training in Labor Relations." Mr. Murray suggested that areas in which training would be of major significance in promoting peaceful conclusions of labor-management negotiations are: presenting proposals; receiving proposals; conference-room courtesies; collective thinking; industry economics; and common parlance. Executive openings in the training field are listed on the last page of *Memo*.

To return to the problem of arranging successful programs, the program committee lists proposals for future programs, including a description of DuPont's effective program in training for cost reduction; a visit to the Campbell Soup Company for a concentrated presentation of their Human Relations training program, which was developed in conjunction with the University of Chicago; an evaluation of the first several months of the new Republican administration's impact on business; and a panel consisting of a representative of the Philadelphia school system, a representative of the PSES, and a representative of business to discuss problems of training in high schools, and selection and placement in business and industry.

A CASE STUDY dealing with recruitment methods and employment practices was presented to the PERSONNEL MANAGERS

CLUB of the *Greater Boston Chamber of Commerce* at their March meeting. Discussion of the "Raytheon Case," prepared by the Harvard Graduate School of Business Administration, was moderated by Professor Ben A. Lindberg of the Harvard Business School.

ST. LOUIS INDUSTRIAL RELATIONS CLUB has sent us a list of their officers: David H. Nicholson, President; Joseph F. Duepner, first Vice President; John R. Stockham, second Vice President; Gene Schlappizzi, Treasurer; Edward J. Hellman, Assistant Treasurer; and John A. Walsh, secretary. Ben F. McClancy, Secretary and General Manager of the Associated Industries of Cleveland, spoke on "The 1953 Outlook for Labor-Management Relations," at the February meeting. In March, Merlyn F. Pitzele, Labor Editor of *Business Week* magazine, gave a post-election analysis of labor trends. He had also spoken at the September meeting, giving his pre-election analysis.

PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE favored the discussion type of meeting in February, with a panel discussion on "Grievance." Panel members were John E. Colbeck, Aksel H. Nielan, Gerard G. Keogh, George H. Plaut, Horace W. Wennegel, and William J. De Rubertis, with J. Brennon Payne acting as moderator. The panel considered a definition of the term grievance, procedures for the settling of grievances, and arbitration. Film shots were shown of typical and unusual grievances. Dr. Arthur W. Ayers, professor of Industrial Psychology at the University of Maryland, spoke on "Administration Aspects of an Industrial Safety Program" at the March meeting. Dr. Ayers talked about analyzing the effectiveness of publicity and advertising, a critical examination of the accident-prone employee, and problems in accident statistical record keeping.

INDUSTRIAL TRAINING COUNCIL OF NEW YORK STATE, at its annual meeting in Niagara Falls on February 12, elected the following officers: President, Cecil Garland, Director of Training, Corning Glass Works; first Vice President, John M. Brophy, Associate Professor, New York State School of Industrial and Labor Relations, Cornell University; second Vice President, Ralph E. Hartwig, Supervisor for Plant Training, Johns-Manville Corporation; Secretary-Treasurer, Frank J. Fessenden, Director of Training, Kodak Park Works, Eastman Kodak Company.

HOW MUCH DO YOUR DINNER MEETINGS COST YOU? The question may be in-

discreet, but it also may be of real interest. Going through the announcements of Personnel Association meetings that come across the editor's desk, it's interesting to note the variety in the prices charged for the dinner meetings. A few charges include, \$1.90 in Toledo, \$2.00 in California, \$2.25 in Montreal, \$3.50 in Philadelphia, and \$4.00 in Boston and Chicago. The question is, do more people attend meetings if they pay less, or do better people come if they pay more? Maybe people in Boston and Chicago just live higher. Does part of the price of the dinner go to finance club activities? What's your experience? Want to trade ideas?

Attending the Conferences and Workshops

PROBLEMS OF COMMUNICATION received the attention of the eleventh annual INDUSTRIAL RELATIONS CONFERENCE. The April conference was sponsored by the Industrial Relations Center of the *University of Minnesota* in cooperation with the Twin Cities Chapter of the Society for Advancement of Management. Robert B. Ross spoke on "Organization and Administration of an Employee Communications Program." Mr. Ross is Manager of Employee Communications, P. R. Mallory Company, Indianapolis. "Recent Developments in Employer-Employee Communications Research" were described by Raymond B. Nixon, Professor of Journalism, and Robert L. Jones, Associate Professor of Journalism, University of Minnesota. Wade Shurtleff evaluated a company communications program. Other speakers gave communications, up and down and across, written and oral, a thorough overhauling.

A MEETING OF IMPORTANCE TO INDUSTRIAL MEDICAL ACTIVITIES was held in Los Angeles, April 18-24. THE AMERICAN ASSOCIATION OF INDUSTRIAL NURSES, INC. planned a program for all of the national

membership associations connected with industrial health. Members traded ideas in a series of "Talk Shops" under the direction of Dr. Martin P. Anderson, head, Department of Conferences and Special Activities, University Extension, University of California.

A SERIES OF MANAGEMENT WORKSHOPS was held in February, March and April, by the MOUNTAIN STATES EMPLOYERS COUNCIL, INC. Employee Recruitment, Selection and Replacement, Status of the First Line Supervisor, Safety, and Job Evaluation were discussed.

A CONFERENCE ON ECONOMIC EDUCATION FOR EMPLOYEES was held April 8, in *San Francisco*, sponsored by the CALIFORNIA TRAINING DIRECTORS' ASSOCIATION. Three workshop sessions were followed by a get-acquainted period, and a showing of economic education films and exhibits. The dinner speaker was Dr. George S. Benson, President, Harding College, Searcy, Arkansas, whose topic was "The Working of America's Economic System." Gerald G. Chappell, Supervisor of Training, Union

Oil Company of California, spoke on "How Union Oil is Doing It" at the first workshop. David D. Hufford of Sears Roebuck, Los Angeles, told "How Sears Roebuck is Doing It." A panel discussion on "Answers to Your Questions on Economic Education," constituted the third workshop session.

WESTERN PERSONNEL INSTITUTE is a non-profit cooperative association of western colleges and universities which provides information about developments in student personnel work. It is a center for cooperative study and experimentation. It main-

tains a special collection of books, pamphlets and materials on personnel work in education. It serves as a clearing house of information useful to student personnel workers in member colleges. It carries on a continuous program of research and publication on developments in student personnel work. It gives internship training to graduate students preparing for educational personnel work. Member institutions appoint representatives on the Academic Council. The Board of Directors is elected by the Academic Council, by the sponsor members. There is a staff of four.

Looking Over the Employee Magazines

THREE EMPLOYEE MAGAZINES SIMILAR IN FORMAT AND CONTENTS have come across the editor's desk this month. Let's compare them. The first is already familiar to PERSONNEL JOURNAL readers. It is H. P. HOOD and Sons' *Spotlight*, a 32-pager 8½" x 11". The magazine has lots of photographs. A graphic article of real interest in the January-February issue is "The Story Behind a Suggestion Award." A case history of one man's idea from original suggestion to award is outlined. Each step is pictured. On the same page is a table showing recent organization changes. Across the top of this chart the name of the employee is given, his location, his former job, his new job, and his new location. The names of the employees are ranged down the left hand column according to the week in which the change took place. A brief quiz, "Do You Know Your Business?" asks questions about company products, with multiple choice answers.

Everything in *Spotlight*, with the single exception of an article on how to prepare your income tax return, is about the company, its products and employees. Even the cover carries a picture of three employees. There is a message from Harvey

P. Hood, an article "Forty-eight Years Selling Milk," another on "What Makes a Company Grow, Hartford Milk Branch Provides an Example." There is a description of a new kind of ice cream. Fully half of the magazine is devoted to news reports from the many branch offices, to pictures of employees, and news of their activities. Even the one small item that could be classified as "filler" is about cows, and they might be considered company "employees."

Jane A. Donovan, Editor of *Spotlight*, has gone on military leave of absence to join the Women's Air Force. According to the January-February issue, work of the Employee Information and Services Section of the Personnel Department, of which *Spotlight* is a part, is being re-organized. Dora L. Anderson, Manager of Employee Information and Services, will resume the editorial duties on *Spotlight*, along with her other responsibilities. Her assistant editor is Peggy Lordan. *Spotlight* will continue on the bi-monthly schedule which was begun in 1952.

All of which brings up an interesting point that *Personnel Journal* readers might like to discuss in these columns. How is your employee magazine staffed? Does an

editorial board share responsibility for the publication? Is the editorship a sort of extra-curricular activity? Or do you have a full-time, paid editor? Have you tried several different ways of publishing your magazine, and found one more satisfactory than others? Your experience may be very helpful to other readers. Won't you tell us about it?

MUCH LIKE SPOTLIGHT IN SIZE AND FORMAT, IS GAS NEWS, monthly magazine of the MILWAUKEE GAS LIGHT COMPANY. However there are only half as many pages. *Gas News* goes farther afield for its subject matter. The lead article in the February issue, for instance, is on Milwaukee as a port. Perhaps the fact that the Gas Company is a public utility makes the magazine more community-minded. The cover carries out the port theme with a picture of old-fashioned sailing vessels on the front of the magazine, and a picture of a modern freighter on the back. An article "Contest Doll's Life Has Storybook Ending," describes a contest held for women employees to see who could do the best job dressing a doll. The finished dolls were sent to local orphanages. This sort of contest sounds like an effective two-way public relations idea. A two-page spread of vacation snapshots is the result of another contest for the employees. There is a full report on a Safety Convention, complete with pictures of those who attended, and the usual news items about employees. There is a feature on the last page on how to make a bed, bought from a national feature sales sheet.

BOATS ARE POPULAR. The cover and the feature article in the March issue of *The Visiting Fireman*, published by the FIREMAN'S FUND GROUP, describe the liner S.S. United States. The Fireman's Fund Insurance Company insures the ship. The article takes three staff members of the Company on a tour of the liner, in word and picture. A cartoon-story in the March

issue makes a clever analysis of company income and outgo, comparing the company's finances with the financial headaches of a character called Sam. To Sam it seemed "there was always too much month left at the end of the money." Where did the money go? The accounting of where the company's—not Sam's—money went is not only revealing but interesting. Two departments, "Let's Get Acquainted" and "People in Print," help employees know each other and their company better. This magazine carries only company material. Its editor is Wilma Nuotio.

A companion magazine *The Fireman's Fund*, also published monthly but measuring only $5\frac{1}{2}$ " x $7\frac{1}{2}$ ", uses a considerable amount of non-company material. There are several short articles by various company agents, on such subjects as "Teamwork—In Action," and "That 51% Building Loss." There are also, however, articles on a scenic highway and many short fillers. Nelson Valjean is the editor.

SERVICE FOR EMPLOYEE PUBLICATIONS—that's both the name of a magazine and a capsule description. If you haven't seen it, we suggest that you write Editor Leslie Avery or Carl C. Helm for a sample copy on the house. The address is 14 West 49th Street, New York 20, N. Y.

Every employee magazine editor—particularly if he has to sandwich in his editorial assignment between other, perhaps more important, activities—is always in the market for good articles, briefs, and illustrations. *Service for Employee Publications* brings a monthly package of usable material. Use of a single cartoon from *Service* could easily save the economy-minded editor more than the \$9 cost of the whole year's subscription.

Let's look at a typical issue. Four or five articles, picked up from employee magazines, are published each month and analyzed for the benefit of other editors. The March issue, for example, reproduces

and discusses "Dollars at Work," from *Dow Diamond*, published by the Dow Chemical Company; "Would You Gamble," from *The Meter*, published by the Oklahoma Gas and Electric Company; and "Why I Chose Rheem!" from *The Rheem Record*, the Rheem Manufacturing Company. *Service* points out why these articles are timely and effective, and suggests ways in which the idea may be used by other magazines. The description and article combination undoubtedly will suggest many topics and treatments to an alert editor. An original article in the February issue, "Handling Art Work," is sure to be very helpful to most editors.

The second section of the magazine consists of cartoons, features and fillers, ready for the use of paid subscribers. Mats are supplied, without charge, of all illustrations and cartoons. The magazine is so arranged that material can be reproduced direct from the printed copy by off-set. The magazine is published by the National Association of Manufacturers in the interest of constantly improving employer-employee relations.

ACTIVITIES OF EMPLOYEES'S RECREATION CLUB are reported in the February

issue of *Lab-oratory*, publication of the JET PROPULSION LABORATORY, California Institute of Technology, Pasadena. According to the report, The Jet Propulsion Laboratory Employee's Recreation Club was formed to make available to members and their families a wide field of recreation and social activities, offer members various conveniences such as discounts on retail purchasing, and to improve employee-management relations. Through the forming of sub-clubs (interest groups) membership was considerably increased. Eight groups are now functioning: a baseball team; winter bowling league; summer bowling league; rod and gun club; golf club; volley ball team, basketball team, and badminton club. The total number of participants is 576. Bowling seems to be the most popular sport. David B. Browne is the editor of *Lab-oratory*.

UNITED AIR LINES EDUCATION AND TRAINING DEPARTMENT publishes a small magazine, *Mainline Management Memo*. This magazine seems to be composed entirely of reprints from other publications. The collection is convenient, and the selection good. We may be prejudiced, of course, because a recent issue includes a PJ article!

What's New in Publications

SECURITY IS A HEADACHE for many companies. A new booklet *Industrial Security* may be the right prescription. FAIRCHILD CAMERA AND INSTRUMENT CORP. has developed a new photo-identification process, described in the booklet, which can be set up and operated in the personnel office by a clerk or secretary. By using this special polaroid ID camera, permanent photo-identification can be in the hands of the new employee six minutes after he is photographed. No darkroom or chemicals are required. Even plant visitors can be issued photo-identification cards while

waiting at the gate. The booklet explains the photographic process. Various badges and badge-making processes are also described. Write Giff Hampshire, Director Public Relations, Fairchild Camera and Instrument Corp., Robbins Lane, Syosset, L. I. N. Y.

EMPLOYEE MORALE IS GIVEN A BOOST by *Our Story of Service and Success for 1952*, published by CONFEDERATION LIFE REPRESENTATIVES AND STAFF. Several stories of service are told, describing incidents where the company was able to be unusually

helpful. Listed also are services to beneficiaries, policy-owners, and communities, as well as educational benefits, staff statistics, group welfare plans, appointments and promotions. This cheerful account of company policy and purpose should make good reading for employees.

A RECRUITMENT PAMPHLET OF INTEREST is *Careers at Gray*, published by the GRAY MANUFACTURING COMPANY, of Hartford. It is pocket-size, 32 pages plus cover, printed in two colors. Gray manufactures an electronic sound writer and does specialized work in radar, advanced electronics, telegraphic recording and reproducing apparatus, mechanical and electronic communications systems and color television. The firm employs about 1000 people. The pamphlet tells about the company products, facilities, opportunities and policies, and the community in which the company is located. An accompanying letter offers, through the local newspaper, more material about Hartford.

AN EFFECTIVE ORIENTATION BOOKLET is put out by RICH'S DEPARTMENT STORE in Atlanta. History, development, and services are all described informally, pointed up with gay drawings. Rich's, according to the booklet, is more than a store. It's an entire community within itself. Population, communication, publicity, transportation, night-life (janitorial and maintenance work), imports and exports, diplomatic corps, chamber of commerce, educational facilities . . . all are part of this community. The second section of the booklet deals with more personal matters, such as where you can eat, what to do if you're ill, overtime, personal finances and insurance, and recreational outlets. There is a warm welcome for new employees in this successful little book.

THE FIRST NATIONAL BANK OF ATLANTA puts out an orientation pamphlet

that's more dignified in appearance. It is in the form of an ordinary black looseleaf notebook, but there are amusing cartoon illustrations inside. The notebook arrangements allows the employee to add comments and notes of his own. This handbook includes an alphabetical directory, which should prove a convenience. Officers and directors are also listed. The first section is called "A word of comfort" which, together with the black cover, strikes a rather funereal note. But the contents are cheerful enough.

THE BUSINESS OF COMMUNICATING WITH EMPLOYEES is summed up in a reprint of an address by Neil McElroy, President, The Procter and Gamble Company, Cincinnati. The leaflet is called, *Communications, a Way of Working with People within a Company*. Mr. McElroy says, "We conceive of communications essentially as a way of working with our people. Good communications with us results from having something to communicate: sound policies, beliefs and principles of operation. Having that, we make use, wherever we can, of personal communication."

THE INCREASING PRODUCTIVITY OF OUR INDUSTRIAL SYSTEM is considered in a new publication of the Institute of Industrial Relations. *Productivity* is written by Peter O. Steiner, and William Goldner. The foreword states that "The American economy has expanded its output tremendously during the last century, largely because of the increasing productivity of our industrial system. . . . Increased skills and effort, improved machines and plant layouts, better qualities of raw materials, and more imaginative direction and management—all of these contribute to the increased efficiency of our production and provide the basis for an increased amount of reward."

The booklet is divided into three parts, the third being of greatest interest

to personnel people. This section is called, "Productivity and Industrial Relations," and discusses collective bargaining provisions affecting production and productivity. Three headings come under this subject; types of bargaining provisions, labor's fear of technological change, and programs of union-management cooperation. Under "Productivity Measures as a Guide for Wages," the authors take up incentive wage plans, wage policy based on productivity measures, problems involved in productivity-wage policy, and sharing gains in productivity. The booklet may be ordered from Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

WAGES COME IN FOR AN EXHAUSTIVE ANALYSIS in the Bibliography series No. 1 of the NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell. *Guaranteed Annual Wage and Employment Plans*, by Philomena Marquardt Mullady, starts off with a twelve page statement answering such questions as: "What are they?" "Where are they?" "Why have some plans been abandoned?" "Why are people interested in guarantees?" "Will guarantees prevent depression?" "How do you set up a guarantee plan?" "How is a plan administered?" "What is the role of government?" A bibliography follows. Copies are free to residents of New York State. There is a 15¢ charge for out-of-staters. The publication is available from the New York State School of Industrial and Labor Relations, Cornell University, Ithaca.

A CASE STUDY IN MANPOWER has been published by the UNITED STATES DEPARTMENT OF LABOR. *The Mobility of Tool and Die Makers, 1940-1951* is a survey of the work experience, training, and personal characteristics of workers in a critical occupation. The booklet begins with a summary of survey findings. There is a section on the manpower implications of the study.

Over half of the booklet is devoted to charts and tables. This technical study concludes that more than half the workers did not change jobs, that mobility was affected by age and education, that automobile workers showed greatest degree of employer attachment and that economic betterment was the main reason given for changing jobs. An important implication of the survey is that the nation can no longer, as in the past, count on the immigration of trained workers from other countries. The Bulletin, listed as No. 1120, may be ordered for 35¢ from the United States Department of Labor, through the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C.

IF YOU USE TESTS for selection and placement of new people, as a guide in planning training programs and so on, you will want to have the 60-page CLASSIFIED INDEX OF TESTS AND REVIEWS. Published by The Gryphon Press, 220 Montgomery Street, Highland Park, N. J., this was offered to our readers without charge in an advertisement in our April issue. Copies are still available.

Main purpose of this Classified Index is to promote the sale of the *Fourth Mental Measurements Yearbook*, a "monumental" encyclopedic volume edited by Oscar Krisen Buros. But the Index by itself should be highly useful to the personnel man who wants to know what tests are available for various measurements. The Index classifies tests under thirteen headings, such as Character and Personality, Intelligence, Mathematics, Reading, Sensory-Motor, Vocations, including Salesmen. Test reviewers whose judgments may be found in the Yearbook are listed alphabetically. Names and addresses of test publishers are given, including that of Aptitude Test Service.

You would normally expect to be charged for such a comprehensive booklet as this. Better request a copy before the publisher finds out he could!

Just Looking, Thank You

Reader Prescribes Books for Personnel's "Two-Foot Shelf"

In this same spot in January readers were asked (1) What books would be most helpful to a man just starting in personnel work—for example, one just assuming the job of personnel director in a unionized plant of some 200 people, and (2) What books an experienced personnel man would want to keep around him in his office or at home. A "Two-Foot Shelf" for personnel people was suggested, comparable to Dr. Eliot's famous "Five-Foot Shelf" for general consumption.

We are immensely indebted to our friend Richard S. Uhrbrock for the real thought he gave to compiling an excellent list of books which, it looks to us, would just about fill that shelf. Dick heads the Research Department of Procter & Gamble Company's Industrial Relations Division, at Cincinnati. Before presenting his list we'd like to quote a couple of paragraphs from his letter.

"Incidentally," says Dick, "I should like to point out that there is a great need for a good book in the field of industrial training. I don't mean a survey of current practices, such as was done so well by the Psychological Corporation under the direction of Walter R. Mahler and Willys H. Monroe, "How industry determines the need for and effectiveness of training." (PRS Report No. 929, 15 March, 1952)

"Instead, we need a book that illustrates the operation of the learning process, in all its ramifications, in the industrial situation. We need theory and philosophy, as well as practice, described in terms that will show conclusively that training is a production process. It is the process that takes the raw material (the green man) and converts him into a finished product (a trained man for a stated situation). It should be viewed as a never-ending

process that can be described, planned for, and evaluated.

"The trouble with most of the literature in the field of industrial training is that it lacks a unifying theory. I, for one, believe we should base our training programs on an understanding of the S-O-R bond concept."

DICK UHRBROCK'S 2-FOOT BOOK SHELF

"The project to assemble a two-foot shelf of personnel books", says Dick, "is very interesting. In browsing through our Technical Library, I have selected sixteen books that should prove of value to the man who wants a sound foundation for a career in personnel administration. I have tried to keep the usual categories in mind, and have aimed at selecting books that are scientifically sound and written in understandable style. I have included one Handbook and two collections of Readings. These bring together, in admirable form, many magazine articles that make valuable contributions to technique and viewpoint.

"I make no apology for the heavy loading of writings of psychologists. After all, personnel administration is concerned primarily with human relations. These books, with the excellent bibliographies which they contain, should lead the serious student to the major writings in the personnel field."

1. Allen, Charles R. *The Instructor, The Man and The Job*. Philadelphia: J. B. Lippincott & Company, 1919. Pp. vii + 373.
2. Bakke, E. Wight and Kerr, Clark. *Unions, Management and the Public*. New York: Harcourt, Brace and Company, 1948. Pp. xx + 946.
3. Barnes, Ralph M. *Time and Motion Study*. New York: John Wiley & Sons, Inc., 1949. Pp. xii + 559.

4. Bingham, Walter Van Dyke. *Aptitudes and Aptitude Testing*. New York: Harper & Brothers, 1937. Pp. ix + 390.
5. Bingham, Walter Van Dyke and Moore, Bruce Victor. *How to Interview*. New York: Harper & Brothers, 1941. Pp. ix + 263.
6. *Dictionary of Occupational Titles, Part I, Definitions of Titles*. U. S. Dept. of Labor, Job Analysis & Information Section, Division of Standards and Research. Washington: U. S. Government Printing Office, 1939. Pp. xxxii + 1289.
7. Ghiselli, Edwin E., and Brown, Clarence W. *Personnel and Industrial Psychology*. New York: McGraw-Hill Book Co., Inc., 1948. Pp. xiii + 475.
8. Guilford, J. P. *Psychometric Methods*. New York: McGraw-Hill Book Co., Inc., 1936. Pp. xvi + 566.
9. Maier, Norman R. F. *Psychology in Industry*. New York: Houghton Mifflin Co., 1946. Pp. xvi + 463.
10. Mee, John F. (Ed.) *Personnel Handbook*. New York: The Ronald Press Co., 1951. Pp. xi + 1167.
11. Moore, Bruce V. and Hartmann, George W. *Readings in Industrial Psychology*. New York: D. Appleton and Company, 1931. Pp. xxxix + 560.
12. Moore, Herbert. *Psychology for Business and Industry*. New York: McGraw-Hill Book Company, Inc., 1939. Pp. xi + 527.
13. Roethlisberger, F. J., and Dickson, William J. *Management and the Worker*. Cambridge, Mass.: Harvard University Press, 1939. Pp. xxiv + 615.
14. Strong, Edward K. Jr. *Vocational Interests of Men and Women*. Stanford, California: Stanford University Press, 1943. Pp. xxiv + 746.
15. Tiffin, Joseph. *Industrial Psychology*. New York: Prentice-Hall, Inc., 1942. Pp. xvi + 386.
16. Yoder, Dale. *Personnel Management and Industrial Relations*. New York: Prentice-Hall, Inc., 1948. Pp. xi + 894.

How would *your* list compare with Mr. Uhrbrock's? Which listed books, if any, would you replace with what other titles? What unmentioned book has helped you—and why? This is a free-for-all; everybody's invited to take part.

Head Man Hardier?

The Boss is sick less than workers under him, and on the average lives as long as others in his plant and office. He may develop ulcers. But apparently the mental and physical assets that lifted him to the top of the heap help him dodge or shake off ailments that lay his employees low.

That's what Dr. C. D. Selby, University of Michigan School of Public Health, told fellow doctors at an American Academy of General Practice meeting in March. "Of all factory workers," he said, "the men of management, from supervisors straight up to the top, are the people who really have take-home worries, but their disability rate is not high.

"It is suspected that they become immune to the effects of problems over which they have little or no control, or in the solution of which they have done the best they were able to do under the circumstances. If the men of management were unable to do this they would not long survive as management, for theirs is a rugged life."

The doctor was referring mainly to "voluntary" ailments. "Involuntary" ailments are something else again. These may result from built-up tensions that explode internally and cause ulcers. High executives apparently have less resistance to these.

We wonder whether comparative health statistics are affected by the fact that many employees feel they must "report sick" when they want a day off—

while the Boss can take off for a round of golf with no questions asked?

Look Looks at Working Women

Research Institute of America set out to give foremen and supervisors who are associate members of the Institute some tips on how to handle women on the job. Male staff members, the story goes, made so little headway on the project that the Institute was ready to give up and tackle something easier. Then a woman editor in the human relations division, one Phyllis Brown, took over. "How to Handle Women" is the article she mothered in the March 24 issue of *Look*.

The article starts with this statement: "To supervise women successfully, you have to recognize in what respects they are different from men, treat them accordingly *and not let them know it*." Women are different and all of them, "including those who won't admit it", want to be treated as such.

One distinctive trait that has to be taken into account: they "take things personally". "A woman tends to see almost everything in terms of herself." Rarely can a woman realize that it's possible to consider her work as apart from her as a person.

Women are sensitive—so, never forget to sweeten criticism with words of appreciation. Women are more interested in people than men are, and less interested in things. "Most of the women who work for you could give you more information about the other people in the department than a dozen personnel files could hold." Because they're interested in people, they gossip. If they don't have the information on which to base their talk, they'll invent and circulate rumors. "So give heed to the requirements of the female intercom . . . if your type of work allows it, give the

women an opportunity to talk together frequently." They'll work better that way.

After some special attention to 1. The Career Woman, 2. The Old Maid, 3. The Mature Married Woman, 4. Waiting for "Mr. Right", 5. The Teenager, this worthwhile article concludes, "But the average woman is predictable to this extent: If she feels that she is being treated fairly and that you recognize and like her as an individual in her own right, her gratitude will show up in her cooperation and real application to the job at hand. Can you ask for anything more?"

Conference on Profit Sharing

Profit sharing—as viewed by top management of companies with profit sharing plans, by a union officer, by the Bureau of Internal Revenue, and by college professors—will be the subject of a conference at Cornell University May 21 and 22, sponsored by the New York State School of Industrial and Labor Relations.

Col. Cass Hough, executive vice president of the Daisy Manufacturing Company, Plymouth, Mich., will discuss factors influencing the establishment of profit sharing plans in industry and current trends in their development. Rawson L. Wood, president of Arwood Precision Casting Corporation, Brooklyn, and Julian J. Reiss, president of Northland Motors, Saranac Lake, will discuss creation and administration of profit sharing plans in small firms.

Company practice in handling profit sharing plans in non-profit years will be appraised by James Fetzer, president of the Gerstenslager Company, Wooster, Ohio.

Other speakers will tell: How a union looks at profit sharing and its effects; How Bureau of Internal Revenue approval of a plan can be assured; What the economic and legal aspects are. Executives interested in this important subject are invited to attend. The registration fee, covering "tuition" and lunches, is \$10.

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PERSONNEL DIRECTOR: Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

PERSONNEL PSYCHOLOGIST: Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

PERSONNEL ADMINISTRATION: 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 217.

PERSONNEL ASSISTANT: 2 years experience in recruitment selection and induction procedure—training and experience in research testing and statistics. Also plant personnel experience (industrial relations—grievances procedures, etc.). B.A. Psych., M.S. Personnel. Age 26. Married. Prefer New England, New York. Presently employed as Personnel Assistant in national flour milling company with 3,000 employees. Available May 1. Resume upon request. Reply Box 226.

PEOPLE—PRODUCTION—PROFITS: Let's be frank!—Some who read this "ad" are interested in lowering employee turnover; they know that restless resources trim profits. Others look to lowered unit costs, reduced sick absence expenses and less accident-waste losses. All of us though in executive management seek one common goal—fair, reasonable profits. My field of work is mobilizing manpower resources and wrestling with practical personnel problems of people in production. To-date 13 years of progressively responsible experience is the result; development and directing personnel services tailored to the needs of the corporation. Thus far have successfully dealt with people in warehousing, clothing manufacture, purchasing, administrative-clerical, research in the biological and physical sciences and printing trade jobs. Present organization 5000, salary \$9000. Graduate degree in personnel psychology; age 36, married, family, minimum salary \$10,000. Reply Box 227.

PERSONNEL MANAGER: M.A. Industrial Psychology, 5 years experience with large company in all phases of industrial relations and personnel management except labor relations. Successful record. Presently hold position of Asst. Industrial Relations Supv. Present salary \$7400. Age 33, married. Midwest location—west of Mississippi River desired. Available within 1 month. Reply Box 228.

PERSONNEL: Personnel man with Master of Personnel Service degree qualified for training, counseling, interviewing, research and other personnel functions, age 41, available June 15th. 6 years with public utility. Will locate anywhere. Complete personal data sheet including photo available on request. Melvin Geiser, 2403 Arapahoe, Boulder, Colo.

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PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 2

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EDWARD N. HAY, *Editor*

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Conference Calendar

JUNE

21-July 3 Pasadena, Calif.

California Institute of Technology. Sixth Annual Conference. Personnel Administration & Managerial Development. Robert D. Gray, Director, California Institute of Technology, Industrial Relations Section, 1201 East California, Pasadena, Calif.

JULY

8-10 Ann Arbor, Michigan.

University of Michigan. Sixth Annual Conference on Aging. Wilma Donahue, Chairman, Division of Gerontology, University of Michigan, 1510 Rackham Bldg., Ann Arbor, Mich.

19-22 East Lansing, Mich. Michigan State College.

College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.

AUGUST

3 New York, New York. Hotel Statler.

Practising Law Institute. A Non-Profit Educational Institute. Summer Session Practising Law Institute, 57 William Street, New York 5, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

WELL, THE RAILROADS HAVE ALL FINALLY SUCCUMBED to union pressure for the union shop. I have said enough in these columns about it already. In my opinion, it is a bad deal for the working man. A personnel man from one of the big railroads tells me that upon announcement of their capitulation to union demands for the union shop, they began to receive letters from the employees, criticizing the railroad for giving way. You will be interested to know that a large majority of these letters came from members of the union. Most of the criticism was directed at the increased power placed in the hands of the union, giving them a virtual monopoly over the lives of the working man.

INTERVIEWING IS THE MOST IMPORTANT TOOL in the kit of the personnel director or employment manager. Most people are hired as a result of one or several interviews. Although testing has slowly come into somewhat general use, it is still true that only a small proportion of all hirings are decided on the basis of anything except the interview. Somehow, all of us feel that we get a better appraisal of the applicant by interviewing him than by any other means.

Actually, in my opinion, this is a false conception. The things which determine the future success or failure of the new employee are the sorts of things which recur in successive cases. The real problem in the employment office is to find the elements for success and failure and balance them off.

For example, if the history of a certain job shows that left-handed people do not succeed in it, and therefore either quit or are relieved, then the first point to determine for such a position is whether or not the prospective employee is right-

handed. This does not require an interview. Indeed, there are better ways of finding it out with adequate certainty.

A turnover study in which I participated several years ago revealed, in a clerical group, that short-time residence in the city accompanied high turnover. This, too, was a matter which could be determined better by other ways than by interview—from a record of previous addresses for example. We made use of this information by carefully reviewing the family situation of an applicant who had recently moved into the area. This marks the point where the interview is really valuable; that is, to follow-up specific clues obtained by any means.

In spite of the fact that many things about an applicant can be determined better by other means, and in spite of what many of us know, that the interview is a very unreliable procedure, nevertheless many people stick to it as the one way to get information. In this issue is an important article by Palmer Wentworth in which he reports findings from about 100 interviews. When you read it, you will see that he carefully standardized conditions so that as few extraneous variables affected the result as possible. For example, every judge or "interviewer" had the identical information. He got it by a playback of a tape recording of the actual interview, initially held by an experienced interviewer.

A disappointing finding is that the author could discover no significant difference in the judgments of 38 personnel workers, as compared with the judgments of 62 men in other occupations. This should make employment and personnel people cautious about assuming that, because interviewing is their business, they can do it better than other people.

About 10 years ago I joined with Randolph Driver, now Assistant Director of Industrial Relations of the Atlantic Refining Company, Philadelphia, in a bit of research in the interview. We had some empty rooms available and we took two rooms which adjoined and put a glass partition, from floor to ceiling, between them. One room was completely dark and the other brightly lighted. We put a fine mesh, 40 x 60 wires per inch, copper screen against the glass partition on the side next to the dark room. The interview was held in the lighted room and a microphone was placed inconspicuously so that the entire conversation could be picked up and heard in the other room. It was amusing to stand in the darkened room—10 or 15 of us—and watch the interview, hearing every word that was said. We never embarrassed the applicant or interviewer. In fact, in the course of about 20 or more interviews, no applicant realized that there were people in the next room watching and listening.

With all these excellent facilities, it is embarrassing to record that we did not reach any satisfactory conclusion. We learned only that we more frequently disagreed in our interpretation of what was taking place than we agreed. I think from what we know now we could have done better. In my business—management and personnel consulting—we have clinical psychologists who can really “get the answers.” However, they do it, interestingly enough, not by their perceptive skill in the interview but by means which they use to get the applicant to tell you what you want to know. The principal devices for this purpose are what are known as “projective techniques.” That is, the applicant “projects” himself into a situation where he takes the part of another person. In this way he reveals how he is likely to behave in such situations.

There is another aspect of getting information from the applicant which I think is of paramount importance in the

whole process of appraising him. This is the “measurement” of the information received from him. That is, correct interpretation of what is learned from the applicant is the crux of the whole appraisal process.

This is an explanation at once of why tests at some points can do better than any interview, however skillful, and at the same time it explains why tests so frequently fail. Where tests are properly constructed, standardized and interpreted they will reveal information about the applicant with a degree of precision which can be satisfactorily interpreted. At the same time, tests improperly constructed, standardized or interpreted give misleading information. Furthermore, there are kinds of information which tests will not obtain or measure. Many people have, with their first flush of enthusiasm for tests, overestimated their importance and depended too much on them.

I started out to talk about interviewing. Along the way, I have wandered a good bit, yet with relation to the interview and its purpose. I conclude by recommending to your careful attention the article by Palmer Wentworth in this issue.

THOUGHT FOR PERSONNEL AND LABOR RELATIONS PEOPLE who sometimes have to deal with unpleasant characters who hit below the belt: “Never wrestle with a pig; the pig enjoys it, and all you do is get dirty.” That’s the advice of Cyrus S. Ching, one-time director of the U. S. Mediation and Conciliation Service. We came across it in an excellent “external” house organ published by the Philadelphia Quartz Company.

THERE HAS BEEN CONSIDERABLE INTEREST in our query as to the content of a “two-foot shelf” of books for the personnel man. Among others, M. H. Fox, Supervisor of Salary Standards and Employee

Services with the British Columbia Electric Railway Company at Vancouver, sent a list of books for which we want to thank him and which we hope to present soon.

Our friend "Mac" McKeand, Director of Employee Relations of the Merchants and Manufacturers Association, Los Angeles, takes us mildly to task for our statement in March that he "evidently was not thinking of business at all" when he suggested *The Bible*, *Aesop's Fables*, *Mother Goose*, *The Rise and Fall of the Roman Empire*, *The Wealth of Nations*, *Walt Whitman's Verses*, *Poor Richard's Almanac*, *Carl Sandberg's Lincoln*, and *Your Rugged Constitution*.

"To the contrary," says Mac, "I had business in mind, but of what avail are technical books if one does not have the human approach in applying what he learns from reading the book? The books I quoted, if read and considered, give one the full gamut of human emotions and history, and the wealth of knowledge which can be gained from these books equips the reader to meet any technical problem."

Apropos his thought, which makes good sense, the following quotation from Emerson appeared on the back of a book mark in a volume we picked up recently.

"We owe to books those general benefits which come from high intellectual action. Thus, I think, we often owe to them the perception of immortality. They impart sympathetic activity to the moral power. Go with mean people, and you think life is mean. Then read Plutarch, and the world is a proud place, peopled with men of positive quality, with heroes and demigods standing around us who will not let us sleep."

MOST OF US are quick enough to complain when something goes wrong, but slow to congratulate or express apprecia-

tion when things go right. It takes only a little time and thought to compliment an associate on a good job, or to write a friendly line to a supplier in acknowledgement of good service. Taking occasion for such gestures not only gives the other fellow a lift, but does something for you too. A subscriber quite unnecessarily wrote the editor and assistant editor the other day, "I read *Personnel Journal* for February from one cover to the next. I was very impressed with the material in it, and feel that it is one of the most helpful booklets that I have had the pleasure of reading for some time." Helped make the day for us—and did something to cement a friendship.

THE NATIONAL ASSOCIATION OF MANUFACTURERS is concerned—as who isn't?—about the ruinous effect on business of the excess profits tax. They say it hits hardest the comparatively small companies with less than 500 employees. Attributed to the tax, which takes as much as 82¢ out of a dollar of earnings, are "plans for expansion scrapped by lack of funds, present and future jobs killed, blows to community prosperity, waste and higher costs, new products abandoned, enforced and unsound borrowing, and losses of benefits to employees."

The people, by which we mean voters in general, seem curiously apathetic—or maybe *hopeless* would be a better word—about the whole tax and government-cost situation. Are all of us doing what we can to arouse a tax-cutting hue and cry—to bring pressure to bear where it will do the most good?

Ned Hay

Employment interviewing is among the most important—and time consuming—activities of many personnel offices. Unfortunately, the average interview is quite unreliable; who's hired depends too much on who interviews. This article reports a notable experiment, and tells how interviews can be made more effective in the selection of good people for specific jobs.

How to Improve Employment Interviews

BY PALMER WENTWORTH,
Personnel and Industrial Relations Consultant
Los Angeles

TO WHAT EXTENT does the question of whether a particular applicant is hired for a particular job depend upon who interviews him?

During the past year and a half the writer has carried on an interesting, although not entirely scientific, experiment in employment interviewing. Its purpose has been to learn more about how and why different people's reactions to the same interview will differ.

The same recorded employment interview was played to a number of groups. Listeners' impressions of the applicant were obtained from questionnaires filled out immediately after hearing the interview. One hundred questionnaires were studied. Those questioned were 14 company presidents, vice presidents and top line executives; 38 personnel men and women; 33 members of a college class in personnel administration; 15 teachers, ministers, government supervisors and others.

There were no important differences between impressions recorded by people in one occupation as compared with those of people in another occupation.

EVERYONE HAD THE SAME FACTS TO GO ON

Before the recorded interview was played, a description of the applicant and the background of the interview was read to each group. It was explained that the president of a small company was interviewing a candidate for the job of executive secretary. The woman had been previously interviewed by the personnel manager. Her last employer had recommended her highly and she had made high scores on typing and dictation tests.

Each person who heard the interview was asked to check on a five-step scale how each of five items in the interview affected his impression of the applicant. Here are the results:

Interview Item	Listeners' Impressions of Applicant				
	Very Favorable	Favorable	Neutral	Unfavorable	Very Unfavorable
Applicant's age (42).....	8	42	29	19	2
The fact that she accepted and smoked a cigarette offered by the president.....	6	12	28	46	8
Her description of what she felt job of executive secretary called for.....	15	66	8	9	2
Her reasons for leaving her last job.....	1	18	28	49	4
General, over-all impression of her as candidate for the job.....	3	48	23	26	—
	33	186	116	149	16

All of the respondents heard exactly the same voices and words. The wide range of impressions points up some of the common faults of the interview.*

Advance Planning. The spread of reactions to the applicant's age would undoubtedly have been narrowed had an age range been set for the job in advance. If the president had said, "I want someone between 35 and 50," there would have been little reason for reactions to her age to differ.

The obvious conclusion is that criteria by which applicants will be judged should be determined in advance of the interview. The best way to do this is to make an objective, statistical comparison of the qualifications of people who have succeeded and failed on the job. Obvious? Simple? Yes. But have you done it—in a truly objective manner? Few have.

SHOULD ELIMINATE BIAS AS FAR AS POSSIBLE

Bias. Probably the greatest single weakness of the interview is the bias of the interviewer. The spread of reactions to the applicant accepting and smoking a cigarette offered by the president is purely a matter of individual bias. You and I and all people are biased in favor of and against many things. And employment interviewers have no special immunity. Because our biases afford us a large measure of security, we are not greatly interested in recognizing and eliminating them. Yet, eliminate them we must if we are to improve our interviewing skill.

How can you eliminate your biases? You can't entirely. But some progress has

* It might have been expected under the circumstances in this case that the composite judgment of personnel people would be measurably different from that of company officers, college students and other groups. But Mr. Wentworth says, "There were not any differences in the responses of the four different groups that were of sufficient significance to merit special attention . . . In fact, the personnel group showed a smaller deviation from the mean of the responses of the total group than did any of the other three." To our mind, this is another indication of the shocking unreliability of the usual employment interview.

been made through group discussion and analysis. It is much easier to see the other fellow's biases than your own. And once you have recognized them in someone else, it is easier to see them in yourself.

Another method is to test a possible bias against facts. Suppose you believe that rehires do not stay on the job very long. It is a simple matter to compare the length of service of a sample group of rehires with that of a matching group of non-rehires. Since we seldom recognize our biases, every criterion we use in selection is a possible bias. Check each one against the facts.

Job Descriptions. Reactions to the applicant's description of the job of executive secretary showed the greatest degree of agreement. This was probably because a description of the job was read to the listeners before they heard the interview.

Use of job descriptions in the employment interview tends to increase thoroughness and objectivity. They are of greatest value when the interviewer has had a hand in developing them.

Jumping at Conclusions. In the interview, the applicant was asked why she left her last job as secretary to the president of a company where she had worked for eight years. She stated that the company had just acquired a new president, but she evaded giving a definite reason for leaving. Many listeners assumed she was evasive because she wanted to cover up information unfavorable to her.

The truth is that the new president's interest in the applicant was not confined to business. The applicant, who was happily married, was unable to cope with his very insistent advances and hence felt it necessary to resign. Since the man was a well-known figure in the community, she felt it unwise to go into detail in the interview. Instead of covering up information unfavorable to her, as many of the listeners assumed she was doing, she was being discreet.

TOSS OF A COIN WOULD HAVE DONE ALMOST AS WELL

It is most difficult to avoid jumping at conclusions. To do better on this score, we must get all of the facts. We must withhold judgment until all of the facts are in and carefully analyzed.

Too many of us fail to prepare in advance for the interview. We fail to establish qualifications on a sound basis. We do not give enough consideration to what questions will bring out the most information. We fail to consider our biases. We do not use job descriptions. We jump at conclusions. In short, we tend to interview off the cuff.

Fifty-one of the listeners indicated an over-all favorable impression of the applicant. Forty-nine were neutral or unfavorably impressed. This leads us to theorize that whether a particular person is hired for a particular job depends upon who interviews him.

How can we become more objective?

The Standardized Interview. When sufficient advance study and planning takes

place and a standard interview is developed, we have a much more objective selection instrument. Standardization does not mean an interview so rigid there is no longer room to consider individual differences in applicants. It does mean the interviewer uses a check list of questions carefully chosen because (a) they will bring out the information desired most effectively (b) they cover all aspects of the job (c) they minimize interviewer bias (d) they are carefully worded to reduce misunderstandings.

Some parts of a standardized interview will apply to all jobs. Other parts apply to all shop jobs or all white collar jobs. Still others apply only to one job family. Carried far enough, certain parts may apply only to one job. No standardized interview can be valid in its entirety for all jobs. The inevitable compromise between what you know to be the best selection procedure and what you have time to do will determine how far you can standardize your interviews.

About the Authors

Palmer Wentworth, "a constant reader of P. J. from way back before the time when Ned Hay took over", earned his A.B. at the University of Pennsylvania, Philadelphia, in 1936. Following five years in hotel management, he was Director of Engineering Training for Ryan Aeronautical Co., San Diego; Supervisor of College-Level Training, and of Customer Training at Consolidated-Vultee Aircraft Corp., San Diego; Director of Industrial Relations, Ellinwood Industries, Los Angeles; for five years Director of Industrial Relations, Joyce, Inc., Pasadena, Cal. For the past two years he has conducted his own consulting business at Altadena, Cal.

Chris Argyris is Research Project Director at the Yale University Labor and Management Center, New Haven. He received his Ph.D. from Cornell. Is Visiting Lecturer in Management at Columbia University's Graduate School of Business; consultant on Human Relations in Industry to the Public Health Service. Currently directing human relations research in banks and industrial organizations.

Mrs. Audrey E. Heusser came to the field of industrial publications in 1944 after 22 years as a reporter and feature writer for several Connecticut newspapers. Now Publications Supervisor of Olin Industries, Inc., New Haven, she has served as secretary, vice president and president of the Connecticut Industrial Editors' Association. This year she was C.I.E.A.'s representative, among editors from over the country, who judged the annual contest of the International Council of Industrial Editors.

Ernest de la Ossa majored in Economics at Columbia; graduated in 1937. He followed up with special industrial relations study at Harvard. After several years with R. H. Macy & Company in employment interviewing, training, counseling and the like, in 1943 he went to the National Broadcasting Company as Asst. Personnel Manager in charge of a job evaluation survey. In 1946, as Director of Personnel, he added Labor Relations to his Personnel Administration duties. His educational, business and social affiliations are numerous.

What qualities, mainly, contribute to executives' success? Your answer is important not only to you personally, but to those for whom you may be setting up development programs. The author, in a talk made at Columbia's Graduate School of Business, itemized ten executive attributes as a starter and tried to be specific about them.

Some Characteristics of Successful Executives

BY CHRIS ARGYRIS,
Labor and Management Center, Yale University

RECENTLY, I have attended a few workshops where some of the country's leading executives came to discuss problems of interest to them. Although they presented to these seminar groups a wide range of problems, almost all seemed to agree that one of the most important is the development of future executives.

While discussing this subject, the executives time and time again asked each other, "What are the characteristics of successful executives?" The fact that many of them were acquainted with what has been written on the subject made me wonder why they were asking. Before I could question them, one of the participants mentioned a possible answer.

He suggested that, in his experience, lists of characteristics of successful executives tend to be worded in general terms that do not reflect true-to-life conditions. For example, it is difficult to pin down in concrete terms and actual behavior such characteristics as honesty, integrity, courage, and loyalty. Someone else wondered if "honesty" meant that executives never lied. The group broke out into laughter, which was probably as direct an answer as could be obtained.

NEED TO DEFINE YOUR TERMS

In another conference, a group of executives wondered exactly what it meant to be "loyal." They wondered if the word really had the same meaning to everyone. When would an executive be loyal? When would he not be loyal? Some suggested that the executive who ate, slept and lived his job was really loyal. But others immediately questioned the implication that hard working executives who can forget their jobs at the end of the day were not loyal. The point we are trying to make is that,

in these particular workshops, many of the lists of characteristics of successful executives did not seem to have much relevance when applied in "real life."

Experiences such as these cannot help but stir one's thinking. They certainly affected me. I decided to re-examine all the notes I had made during various interviews with executives in numerous organizations. I thought it would be interesting to study these notes, and see if I could uncover any ideas of value in drawing up a list of characteristics of successful executives that might be down-to-earth and realistic.

Before I go over the results, let me make a few introductory comments.

1. First, I am limiting myself to executive leadership that operates in *competitive* situations.
2. Second, I am concentrating on characteristics that seem to me to be helpful in becoming and remaining a successful executive. I am not discussing the *characteristics of organizations* that make for, and provide reinforcement for, effective leadership. I am placing this limit, not because I believe we can separate the two, but simply because of lack of space and time.
3. Finally, I would like to make it clear that the listed characteristics come from observing numerous executives. No one individual executive has, or is even expected to have, all of these abilities to the fullest extent.

In view of the above limitations, let me emphasize that this list is *not* the "final word" but is primarily designed to stimulate discussion and thought.

1. Exhibited High Frustration Tolerance

Some executives seemed to be able to work effectively under frustrating conditions. They were able, for example, to work hard on a project knowing full well that their hard work might not gain them anything in the end. Others could accept temporary frustration—of not being able to realize present-day, immediate desires—in order to achieve their longer range desires. While experiencing frustration, they did not "blow up" at the smallest provocation. If they deemed it necessary to hold their feelings back, they were able to do it without impairing too much their ability to think clearly and logically. Still others seemed to have developed methods to release tensions that arose from frustration. Participating in or watching sporting events, taking long walks, talking to themselves, were examples of such "release" methods.

2. Encouraged Full Participation

The ability of executives to permit people to discuss and pull apart their decisions, without feeling that their personal worth was being threatened, seemed to be another interesting characteristic. This was true whether they were dealing with superiors or with subordinates. They seemed to encourage everybody's participation in the true sense of the word.

If, for example, the executives called a meeting with their subordinates to solve a problem, they never began this meeting with a few "suggested solutions." First, they would find whether their subordinates actually saw the problem as they did. Then, they would help the subordinates to develop as many reasons as possible for the existence of the problem. Finally, they would encourage the subordinates to suggest some solutions to the problem in light of their own analysis. The executives participated, but they tried to present their ideas after all the others were "on the table." They did their best to participate with a minimum of control over the others.

To be sure, there were numerous times when the group came out with the same answers that the executives had before they went into the meeting. But this did not worry the executives. They seemed to feel that there were other long-range rewards in running meetings this way. Among other advantages of the full-participation meetings were these: (1) Executives saw their subordinates' abilities to analyze problems "in action," and thereby formed a more realistic evaluation of their subordinates; (2) Subordinates were helped to learn to work together as a cooperative group with minimum dependence upon a leader; (3) Subordinates obtained a clearer idea of overall organizational problems by being brought into groups where they were forced to hear other people's point of view even before they heard the boss' point of view; (4) Subordinates were shown by actual behavior, and not merely by words, that the executives were genuinely interested in real participation wherein every subordinate was encouraged to express himself.

Some of the executives, we might add, were able to enter a conference situation with their own answers "in mind" but kept so well hidden that after the subordinates made a few recommendations and were asked which of these recommendations they believed their boss liked most, they were unable to reply accurately.

3. Continually Questioned Themselves

The executives seemed to be willing to examine themselves carefully. As one executive put it, "I continually ask embarrassing questions of myself." This does not mean that they were constantly critical of themselves. On the contrary, they seemed to have a substantial respect for their "personal selves." If, for example, they made an error, they would try to understand their mistake without becoming too upset over their personal responsibility for it. It was as if they were saying, "Sure, I made a mistake. I realize it. But, when I made it, I felt that I was doing the best I could with all the resources available to me at that time. Obviously that wasn't enough. Now I wonder what I can do to prevent another similar error from occurring? What can I add to my knowledge of myself to help me become a better leader?"

These executives, we would like to emphasize, were keenly aware that their personal biases, their personal ways of seeing the world, were not necessarily the only or the best ways of viewing the world. They respected their own judgment, not as always being correct, but as always being made with the best possible intentions.

Their self respect seemed to enable them to respect others. Harry S. Sullivan, in *Psychiatry*, once said, "It is not 'as ye judge so shall ye be judged', but as you judge yourself so shall you judge others."

In other words, we are trying to suggest that some of our observations indicate that for a person to respect others, he must first respect himself. A person tends to feel about others as he actually feels about himself. Following this argument to its logical conclusion suggests that a person who does not exhibit much respect for others, does not have much respect for himself.

4. *Understood "Laws of Competitive Warfare"*

The executives admitted that they were living in a competitive world. "There's no way of getting around the fact that we live in a competitive world where you have to look out for yourself." Although they would not agree that it was fair to call it a "dog-eat-dog" world, they agreed that they had been "nibbled at" at times.

They recognized that there are rules of warfare, and were able to describe them quite accurately. In other words, they knew the rules thoroughly. Moreover, few of them saw any likelihood that the situation and the rules would change. The rules were here to stay.

When their fellow executives dealt with them in keeping with these rules, the executives did not feel threatened. In other words, if someone showed a little "fight" (i.e. competitive spirit) they didn't become hostile toward that person nor did they feel that he was "out to get them." They seemed able to accept hostility from others without giving any overt indication that they were hurt very much.

5. *Expressed Hostility Tactfully*

Many of these executives could "dish out" such hostility as gracefully as they could receive it. They seemed to have the ability to express their own irritation and hostility without permitting it to run wild and overwhelm them and the other person. They were able, for example, to let the other fellow know, in no uncertain terms, that they didn't like what he did to them, and they did this with a minimum of unfriendliness and overt antagonism.

6. *Accepted Victory with Controlled Emotions*

The same attitude that was exhibited in terms of defeat was also exhibited in terms of victory. The executives never seemed to become wildly elated when they achieved an important goal. To be sure, they celebrated, they smiled, they "felt good inside." But they never seemed to become "over-excited," or to "make a fuss" over their victory.

7. *Defeat Never Shattered Them*

Still other executives were able to take defeat without feeling that they were all

"washed up." They seemed to have the ability to face an important loss without permitting their personalities to become shattered. This did not mean that they did not feel badly, and unhappy, or discouraged. They did and they said so. But, as their pent-up feelings had adequate expression, they seemed to be able to "snap out of it" and start thinking of the next goal or the next problem they would probably face.

8. Understood Necessity for Limits and "Unfavorable Decisions"

Some executives seemed to feel that in their competitive world there were bound to be handed down decisions that they did not like. They understood the fact that higher authorities would find occasions when this was necessary. They understood the fact that at times they would be limited in what they were permitted to do. Although they did not necessarily, personally, favor these limits, they did not permit themselves to feel that "people were against them" or that "someone was out to get them."

9. Identified Selves with Groups

Other executives gave the impression that they were able to anchor their personalities into something solid, such as a group, in order to remain stable while experiencing the many ups and downs characteristic of a competitive life. These groups were of all sizes. They ranged from the small group of close friends to such groups as the "managerial profession." The executives identified themselves strongly (i.e., became closely attached to) with these groups and thereby gained a sense of security (i.e., a feeling that they were wanted) and stability in their lives.

An example of an executive who identified himself with the "managerial profession" was the man who told some fellow managers, "I know how it is. We all hear expressions of these attitudes about us. Especially from union leaders who want to undermine our importance. Anyone who accepts the trust of being a manager is bound to run up against statements and feelings like these. But I'm prepared for it. And it's not only I who feel this way. I hear this from other men who are managers."

Still others identified themselves with groups such as "the stockholders." When these executives made decisions that they knew would not be liked, they seemed to find support in reminding those who were adversely effected that "the stockholders, in the end, are the people who must be satisfied, and the only way to satisfy them is with a healthy balance sheet."

10. Set Goals Realistically

Ability to set goals realistically was important. The executives' sense of success seemed to come when, among other things, they directed their energies toward goals that were sufficiently difficult of attainment to make them "put up a fight" but that could finally be reached. In other words, their level of aspiration seemed to

be in line with their capabilities and with the reality of the situation. People, some of these executives suggested, would experience failure if they set their goals too high, or too low.

These are some of the characteristics that we would like to put forth for your consideration. No doubt, there are many others. This list is simply a beginning. There are, we believe, some even more subjective characteristics that we must eventually understand. For example, some executives seemed to have the ability to discipline others without feeling badly. Perhaps they had learned to discipline others only when circumstances demanded it, and not simply to satisfy their own ego. These same executives seemed able to reward others without conveying a paternalistic feeling to the people they rewarded. Perhaps they were able to do this because, as in the case of punishment, they rewarded only when they thought the organization required it.

Another equally elusive and subjective characteristic seemed to be that some of the executives motivated themselves through their own self pride. They seemed proud of their work and they utilized this pride as an inspiration to continue their progress. Please don't misunderstand me. They did not develop or express feelings of superiority. They didn't convey the impression that they were "better than the others" or that they were "indispensable". On the contrary, they kept this ability "hidden" and it took a few interviews before we were able to learn about it.

In suggesting that these characteristics be considered in developing executives, we are not passing judgment as to whether the characteristics are good or bad. It is pointed out only that they mark the everyday behavior of executives living and working in organizations which are internally and externally competitive. It is our opinion that, with further discussion, and then research for further elaboration, a list such as this might serve as a more concrete, realistic base upon which to begin to develop executives.

Probably there never were, or ever will be, boys and girls coming out of high schools completely prepared to take their places in business. This article, digested from a talk in January before the High School Teachers Association of New York City, suggests how we may come nearer to the ideal—*attitude* being the chief concern.

What Business Expects from High Schools

BY ERNEST DE LA OSSA, Director of Personnel,
National Broadcasting Company, Inc., New York City

In general, there are two main areas in which business feels that the high schools can do a better job and be of real service. The first area is in improving understanding and relationships of all students with the business world. Whether the high school student becomes a housewife, goes on to college or branches out into the professions or a career in the armed forces, business, as the most vital part of our American economy, wants to be certain our school system is communicating to students the facts of life concerning our economy and the problems of business.

The second area is a more specific one. Those graduates who on graduation enter the business world become important cogs in business. And business, which takes on the responsibility for developing them and fitting them carefully into society, feels that more can be done to make these people better adjusted, happier, more productive and better citizens.

PLANNED TRIPS THROUGH COMPANIES IS NUMBER 1 SUGGESTION

Now to pass on to you suggestions which were made for improving the understanding of the relationship of business to our economy. Here, in order of the number of mentions which they received, are suggestions made by those from whom I sought guidance.

1. Field research trips. (Planned trips through businesses for both students and teachers.)
2. Vocational conferences. (Meetings to be addressed by representatives of business, with discussion periods for both teachers and students, both in the schools and in offices and plants.)

3. Construction of courses and methods of teaching on a basis as closely approximating actual office and factory conditions as possible.
4. Participation by representatives of business in class instruction.
5. More instruction about our economic system.
6. Improved individual communications.
7. Cooperative courses where part of the instruction of the student takes place in the business or plant.
8. Courses designed to present the facts about the community.
9. Citizenship courses to help prepare young people for a life of thinking and doing as good citizens.
10. Ethics, morality, and mental and physical hygiene.

In the matter of field research trips, the motor companies in Detroit, with other large companies, have instituted and are cooperating in a program through which teachers and pupils make plant visits and get together with industry representatives for informal discussions and a question and answer period.

Vocational conferences are not too difficult to arrange. They let a business man reach a large audience at one time. They should be encouraged and stimulated even more.

If business and schools could get together to construct and equip classrooms and design courses so that commercial students, at least, could come up against the practical problems of performing a task, greeting people, answering telephones simultaneously, and the like, there would be fewer misfits in beginning jobs.

HAVING JOBS DURING SCHOOL COURSES FAVORABLY MENTIONED

Favorable comments were made about the alternate-week cooperative system in New York City. The suggestion was made that both business and high schools should do more to make it possible for students to work at real jobs, part-time or for periods of time during their high school courses.

Since I am talking to you who teach in New York City, this proposal is a really tough one. In essence, the suggestion was made many times that the high school students get some understanding of the way in which the city is governed, the manner in which its transit systems and its utilities are controlled and operated and, even more important, of opportunities for various types of business and industry within the community.

Throughout the comments there was urging that, in addition to the thorough training in fundamentals which students should receive, there be constant emphasis on teaching pupils to think and to work towards the development of sound basic *attitudes*. There is a growing lack of pride in performance of a job. The attitudes of "something for nothing" and "what's in it for me", rather than to do a job and be properly rewarded, are too prevalent. On this same point several urged that we continue working against class and racial prejudices and bigotry.

Now, as to equipping high school students to graduate directly into the business

world, the suggestions I received may be listed under three headings: general knowledge, specific skills, and attitudes.

The points of general knowledge which should be guaranteed are: (1) Business English and business writing. (2) Arithmetic. (3) Reading ability and vocabulary. (4) History of current affairs, business economics and government.

One reply quoted the Commissioner of Education, who stressed the need for return to the 3 R's in preparing for the business world. Others pointed to the countless examples of failure to become a productive employee because of the inability to understand instructions, to present ideas or to communicate with others.

Under the heading of specific skills, those who responded were chiefly interested in business offices and the order of items shows this:

(1) Typing. (2) Stenography. (3) Bookkeeping. (4) Trade training. (5) Business machine operation. (6) Filing.

RIGHT ATTITUDE, DESIRE TO PROGRESS, SUPREMELY IMPORTANT

Business for the most part is perfectly willing to pick up where the high school leaves off and does not expect employees completely "ready-made." However, there is a great deal of criticism of the sloppiness of the incoming employee. In several polls, one of the main reasons for the failure of students to advance, and for unsatisfactory performance, was shown to be a deficiency in one of these basic skills at comparatively low standards for performance.

The final contribution that business wants and expects from the high school is graduates who come to business with the right *attitude*. First, this means with friendliness, cooperativeness and the desire to serve. Second, having a desire to learn, to develop and to progress. Third, desiring to actually earn pay and really merit advancement. Fourth, having good business habits of promptness and regularity and finishing a started task. Fifth, having pride in workmanship in a good job. Sixth, with open-mindedness, fairness and ethics. Seventh, being courteous and practicing good human relations.

One of my respondents sums it all up when he says, "If the guy or the gal has the right attitude, the skills and knowledge are secondary."

Everybody is in favor of "two-way" communications. But, even with an employee magazine, not every company is too successful in passing the word *up* as well as *down*. This is the story of an outstanding house organ, produced almost entirely by volunteer editors and reporters, and why it became "must reading" for management.

Employee-Written Publication Talks *Up* to Management

BY AUDREY E. HEUSSER, Publications Supervisor
Olin Industries, Inc., New Haven, Conn.

PROBABLY few industrial relations managers have seen their intimate employee-written house organs grow from a mimeographed double-fold to eight-page letterpress without some misgivings about the purpose that they serve.

They are sure that the need for the house organ must be basic since it is more or less self-propelling, but they are not sure that it justifies a place in the industrial relations budget. They suspect that its readership is spotty and that they ought to put their foot down hard on the chit-chat. But with all these misgivings, they recognize that while it may not be the most efficient tool in the world, it does reflect the deep and abiding interest of the individual employee in himself and his fellow workers—an interest which he frequently thinks the management does not share.

A MEDIUM FOR BOTTOM-TO-TOP COMMUNICATION

With this introduction, we come to the question: "Is it possible to preserve the lowly personal column as a tool of communications without reducing the employee publication to the level of a gossip sheet?" The answer is an emphatic "Yes," but it calls for special methods—painstaking methods, if you will—which are only justified because this particular type of publication serves a unique purpose.

Properly planned, the employee-written publication can communicate from the bottom to the top, just as effectively as the management-written publication communicates from the top to the bottom. Since this bottom-to-top—or employee to management—communication is frequently neglected, the need for it may actually be greater.

Moreover, this type of publication can also serve as one of the most popular

employee-participation projects in the company. In this respect, it provides a group of employees with the means for self-expression while their fellow workers share in the fruits of their endeavor.

Management shares too, for it finds the activities of its employees reported on a personal basis, restoring the individual relationship that is sometimes lost when a company passes the single-manager stage in its growth.

However, it would be a mistake to imagine that every house organ with a place for the shop personal is a tool of communications or even an employee participation project. In order to communicate at any level, a house organ must be read and believed. In order to communicate from the bottom to the top, someone at the production employee level must be qualified to do the communicating. Even more than he must be able to write, he must have something to write about. This calls for reporter training.

VOLUNTEER REPORTERS EAGER TO PRODUCE GOOD MAGAZINE

Even though the publication editor may be professionally trained and have all the editorial assistance that the job requires, he will need to understand clearly that his job is to produce the kind of publication that employees want to read, within, of course, the structure of sound policy. To do this, he will be surprised to find his volunteer staff eager to improve their reporting. Any suggestions made for better readership will be accepted with enthusiasm. Material can be rejected as detracting from reader appeal without offending the volunteer reporter, who will be the first to recognize his new assignment as a chance to develop an interesting and often exciting skill.

In our own company, where reporter training is regarded as a two-year job, it starts with the choosing of the volunteer. Reporters are selected by the department editor with the approval of his foreman. On the other hand, department *editors* are chosen by promotion from the ranks of reporters or upon foreman recommendation.

Before the new reporter's name ever appears on the masthead of the house organ, he comes to the editor's office to meet the production staff (the professional group which produces, in publication form, material that the volunteers originate). Here the volunteer gets his first glimpse of what his new assignment will involve. ("We're putting out a house organ to tell everybody that Winchester people are good people to work with and worthwhile people to know.")

At this briefing meeting, the new reporter is handed a notebook. ("Keep a notebook! People who don't keep notebooks never have any news except about themselves and their friends!")

Then he is given a copy of the staff manual, "The Gentle Art of Reporting." This is a custom-tailored 40-page booklet that sums up all the things a volunteer reporter needs to know to "cover" his department. It describes in detail the sections of the magazine and urges him to contribute to all of them. ("Never think of your-

self as limited to four or five inches in the back of the book . . . the whole magazine belongs to your department.")

But most of all, the manual tells him how to be a reporter; not only what makes news, but how to dig it out; how to distinguish between news and gossip; how to have fun being a reporter. ("Many newspaper men would work for nothing if nobody would pay them.")

How to write is treated lightly, the essence being to get a lot of notes ("Every reporter knows six times as much as he ever tells") and keep the language simple.

At the very last is a chapter headed "Style Rules" with this notation: "You don't have to memorize these rules but your copy will be changed to conform." Here are listed the broad principles covering what the house organ will print. ("Copy must conform to the rules of good taste, the postal regulations, the laws of copyright and libel.")

Work sheets that he will be expected to use for his news are explained and there are reminders on the back concerning what makes acceptable copy. On the inside cover of his notebook, there are ten rules for good reporting, just in case he forgets.

Finally, there is a loose-leaf binder in which he is asked to keep the editor's monthly newsletter to the staff. And all through the year he reads repeatedly about the road to better reporting: jot it down, ask questions, be interested, be alert, be fair, boost your department, be accurate, get all the facts, be kind.

So you ask: Does it work? Most assuredly, it works. Month by month, we see the copy improve, grow more newsworthy, more interesting to the general reader, more representative of the shop where it originates.

MANAGERS MUST READ MAGAZINE TO FIND WHAT GOES ON

There was a time when members of management boasted frankly: "We never read the shop news." Today, no wide-awake supervisor could afford to miss this part of the publication, if only to find out what his own people are doing. Editorials and features tell the company story to the employees, but it is in the shop news that the employee tells his story to the company.

We of management may say over and over again that every employee will be treated as an individual, with dignity and respect. But our very size requires many mass decisions. In the house organ, there is no such thing as mass treatment. Each employee stands alone. If he gets a new wife, a new car, or a new baby, it is reported in a separate paragraph. If he has trouble, the department extends sympathy; if he dies, the house organ prints his biography—and sends a copy to his family. Above all, this warm personal record takes precedence over any other copy. Time and again the editor's choice layout is held up but, so long as it conforms to the style rules and arrives by the deadline, not a paragraph is cut from the shop news.

"How much space can I have?" the new reporter asks. Promptly the answer comes: "There's no limit. Get all the news you can find in your department. If it

takes seven pages—heaven knows how—we'll find room for it! This is your house organ and nothing that goes into it is so important as the news of your people!"

We mean every word of it, and they know it. Maybe it is for this reason—and maybe it's because reporting *is* fun—they collect news during their rest periods and noon hours, write it at home, suggest cover photos and ideas for features. Moreover, their's is the sure touch, so that you can tell by reading the shop news where the morale is high and where it needs shoring. Because it is intimate and functional, like any other organ, it reflects the health of all other members. Reading it is like taking the pulse of the whole plant.

(Editor's Note: We were so favorably impressed by Winchester Life, the employee house organ to which Mrs. Heusser refers and of which she is editor-in-chief, that we wrote to ask her for more information on certain "angles." A digest of her answers follows. We're sure those of our readers who are responsible for employee magazines will be as interested as we are to learn how she gets out a really good publication with the help of more than 200 volunteer shop editors and reporters. Winchester Life is "A monthly magazine of, by, and for the New Haven employees of Olin Industries, Inc." It is published by the Industrial Relations Department, of which Robert I. Metcalf is manager.)

MRS. HEUSSER TELLS HOW MAGAZINE GETS THAT WAY

We really believe that because the volunteer contribution is a gift on the part of the volunteer it is more valuable than if we paid for it and we treat it as we would any other gift.

It isn't just a case of making the reporter *feel* important. It's a frank facing of the fact that the reporter *is* important. Once you get that attitude, the rest is comparatively easy. When the reporter's important, his work is never set in 6-point type and stuck in the back of the book, while the editor's own brain child is lavished with type run-arounds, silhouettes and extra color.

If, by his treatment of the volunteer contribution, the editor says: "What you send in isn't very important—we could get along better without it," then no amount of annual dinners, pin presentations, masthead listings, and flattery will disguise the editor's real opinion. Any fellow who has matched wits with a piecework rate and left the time-study engineer in considerable doubt as to who won, has no trouble at all figuring out where the editor really stands, no matter what he says.

Now to answer your questions, as best I can:

(1) No, not every employee who is so inclined is accepted as a reporter, at the time he first has the inclination. It depends upon the department editor. If the department editor has what he considers an "adequate" staff he would not be likely to take on another reporter until he had a vacancy. In some departments, however, where reporters are scarce, almost anyone who volunteered would be accepted. Sometimes appointments work out well and sometimes they are complete failures. Sooner or later someone is found who can handle the assignment. We give no tests. Our experience is that anyone who can write a letter to his aunt telling her the family news can write a column about his department—provided he has something to say. Our job seems to be to teach him how to find something to say.

(2) A good round number is one reporter for every 30 people. In a department where there are somewhere between 30 and 60 people, then a reporter and editor can handle it. In departments where there are several shifts it is necessary to have one reporter on each shift. This is the ideal. . . . Some places, such as our Barrel Shop, have four floors—we have to have a reporter on each floor. When we start a new column we start with only an editor. If he finds someone who would like to be a reporter, we add him. If the department grows, the editor usually says: "The job has expanded . . . I need someone to cover that job over in the corner. I want to put on another reporter." So he does.

VOLUNTEER STAFF MEMBERS APPARENTLY LIKE JOBS

(3) We used to turn over a third of the staff every year. Now we turn over about 25 percent. It will probably drop even more. We have about 12 who have been on for 11 years and a great many who have been on ever since I came nearly three years ago. Probably if there were a new editor, there would be some shifting.

(4) You might say that a department editor is a reporter who can read and write. Much of the difference between an editor and reporter is mythical. The separation was established 11 years ago and has continued. In many cases the editor is simply the reporter who assumes the responsibility for collecting other reporters' contributions and delivering them to the *Winchester Life* production office. In other cases, the editor is the one who types the news for the reporters, or who coordinates the work of the reporters, collects their news, types it or has it typed, and gets it to the production office. In the ideal arrangement there is one reporter with whom the editor works closely so that if for any reason the editor leaves, transfers, or resigns, this key reporter takes over the job. More and more we are encouraging this arrangement so that at present it exists in something more than half the shops. Editors now on the staff have an average of three years service.

(5) Yes, all the copy from a department is cleared with the department editor. If we have questions, we call the editor. No, the copy is almost never in such condition that it can be sent to the typesetter "as is." Even typed copy sometimes requires such heavy editing that it has to be retyped. About 60% of the copy has to be typed from pencilled or penned material. However, no changes are ever made just to "improve" the copy. Changes are made so that, when printed, the items will be grammatical, consistent as to usage, in conformity with the rules of good taste, the postal regulations and free from libel. Frequently, the editor is called because the item isn't complete. As we get near to the time when the paper must be "to bed," less of this calling is done! (That is why you will notice in reading an issue that some columns are not up to standard.)

(6) *Winchester Life* is magazine format, 8½ by 11, two or three-color cover, and one form of color inside. Standard issue just now is 36 pages, with 40 about once a year. There are between 50 and 75 pictures (120 screen copper cuts) in each issue. All but about a dozen are taken by the plant photographer. (He goes home with

employees to get home shots when necessary.) There is usually one staff-written feature each month, but even this is the development of an idea proposed by an employee or a volunteer staff member. The back cover is usually safety—the development of an idea that originates at the planning meeting. The editorials are written by the general managers of the New Haven divisions. Regular features are the men's page, women's page (*La Femme*), congratulations (*Births and Marriages*), retirements, returned servicemen, children's pictures, the health page. The health page and the men's page are the work of volunteers; the others are by the paid staff members working from material that is developed by reporters. (For instance, the shop editors interview returning veterans and turn this material over to the associate editor who writes the copy.)

IF PAPA WON'T POSE—NO FAMILY PICTURE

(7) The shop editor, when he turns up a new father, asks him if he wouldn't like a picture of the new baby in the magazine. If he says "Yes", the editor calls the production office and makes a date with the photographer to go home with the father some night after work and take a picture of the father and the mother and the new baby, and anyone else in the family who wants to get into the picture, even the cat and dog. The only restriction is that the father must work at Winchester and he must be in the picture. We send an 8 x 10 print of the picture to the father and he can buy others at the employee's price (25¢ for 4 x 5; 50¢ for 8 x 10).

(8) The health page is written by the plant surgeon, an outstanding New Haven physician, who has been doing it every month for 11 years. It is one of our most popular features.

(9) All the features are developed around Winchester employees. Sometimes we take an idea from one of the syndicated services like 'Needlecraft' or National Safety Council. When we do, we pose our own people for duplicates of the stock pictures—or something just as good, if we can think of anything.

(10) Oh yes, the untrained reporter stands out like a sore thumb. His news items are never complete. He is always talking to one person ("Good luck, John") and expecting us to print it 10,000 times. He thinks that names are not important—to get in the first place, or to spell right in the second place. He can be sitting on a story and not know it. He can't remember a news item (who can?) but he doesn't think it is necessary to write it down. He doesn't understand that it is one thing to josh a fellow about his "ball and chain" verbally and quite another thing to put it into print. Trained reporters are just the opposite of all these things.

(11) Yes, we have a staff dinner once a year with an out-of-town speaker. (This year it will be held April 20 and the speaker will be Professor Roscoe Ellard from the Columbia School of Journalism.)

Executives Have Their Retirement Problems Too

By Harrison Terrell

Problems in connection with retirement are comparatively new in business life. Or, at least, they're more pronounced. The personnel director has a tremendous responsibility to study the problems and to come forward with plans. He, probably more than any other company executive, is looked to for help in every phase of retirement programming. He has a wide-open opportunity to serve his company by developing retirement plans that will work out best for the business. At the same time he can earn the ever-lasting gratitude of many individuals by setting up programs of some sort to start them thinking and preparing for retirement.

This matter of preparing people for retirement—or, rather, of inducing them to prepare themselves—is one of the toughest jobs the personnel man faces. As pointed out in our January 1953 issue ("Can Employees Be Prepared for Retirement?"), to make retirement successful a man has to work at it. He has to start working at it a long while in advance, not the day after he cleans out his desk and leaves his office for the last time. Try to get them to do this!

Perhaps in another twenty or thirty years another generation of personnel men won't find so much resistance to the idea of thinking and definitely planning for retirement, but right now the idea is so repugnant that it's pushed aside. Some executives get downright angry when questioned as to their personal plans.

Harold R. Hall, in an important and valuable new book of some 300 pages (*Some Observations on Executive Retirement*, published by Harvard's Graduate School of Business Administration, 1953, \$3.75) quotes the head of one personnel department as saying; "Some of our top-management men tend to laugh at what we're trying to do" (in preparing executives for retirement) "when they themselves are involved; or else they say they're too busy to make plans but will get at it later."

In another instance, after a two-hour discussion with a division manager about his company's executive retirement thinking, the investigator asked the man if they might talk over the manager's own retirement program. Says Professor Hall; The gentleman banged the arms of his chair, his face hardened, and he said with forced quietness, "I would rather not talk about my own retirement. It is true I am going to retire in about three years. I am going to die some day, too, but I don't want to think about either."

Though no other instance of such extreme feeling was encountered, the author says he uncovered a good deal of evidence that executives ten or more years away from retirement thought that preparation for it might be deferred until a year or so before they were scheduled to retire. Some sincere students of retirement, on the other hand, assert that companies should promote the retirement thinking of their em-

ployees when they are in their thirties or early forties. The consensus of active members of management was that retirement planning should start at 50 to 60.

Data concerning about 425 executives are included in this study. Practically all of the information was obtained by personal interviews, many of which were staged in the executives' homes with wives contributing their views. Of the 425, about 125 were already retired and so could speak from experience all the way. In addition, about 50 interviews were held with management consultants, retirement benefit plan specialists, physicians, psychologists, psychiatrists and heads of welfare organizations. The author was himself a business executive for thirty years before going to the Harvard Business School as Professor of Research in Business Administration to make this study.

MUST PLAN FUTURE ACTIVITIES

One of Professor Hall's conclusions is that "the omission of activity programming in preparation for retirement causes more trouble than does inadequate financial programming." It's much better, he says, for an executive to plan to do more after retirement than he can accomplish, than to plan to do too little to keep him busy. As a rule, retired executives are able to get along financially without too much trouble. For a number of years they have been making \$10,000 to \$50,000 and more and their pensions may amount to between 20 and 30 per cent of their former salaries, as shown by tables covering a number of lines of business. But the very fact that they no longer need concern themselves with earning a living may only contribute to boredom and unhappiness, unless they have provided themselves with other motivation for keeping themselves usefully occupied.

Various facets of many debated questions concerning retirement, both as re-

lated to executives and to the best interests of their companies, are examined. The question of retirement age has already been mentioned. How much flexibility, if any, is desirable in timing executives' retirement? Who should have the power to decide, on what basis, when exceptions should be made?

FEW PLANS ARE STRICTLY MANDATORY

The author estimates that 60% of executive retirement plans are nonmandatory, with "timing left open or on a year-to-year basis"; 20% are mandatory, but exceptions are made "with regularity"; 10% are mandatory, with few exceptions; only 10% are "strictly mandatory at all times." Reasons for and against compulsory retirement at a given age are itemized.

One suggestion is that an executive should be retained beyond the established retirement age only on the basis of *re-hiring*—that is, only if the executive could do his present or a new job better than any available younger man. Even then, it is proposed that re-hiring be for only a year at a time.

"Retirement timing by any arrangement which gives to top management opportunities for staying with the company that are not shared by executives below them detracts from company welfare and is not fair from the viewpoint of middle-management persons themselves," says the author.

He adds; "Business should come to grips with the problem of selection instead of evading it by liquidating all that portion of its executive assets that can and wish to serve beyond the average age at which the company has found that the majority cannot serve, do not wish to, or are not needed."

Personnel people, especially, should come to grips with the whole problem of retirement. If your company has or is thinking of having a retirement plan covering high-salaried people you will want to read this book.

RETIREMENT OF SKILLED WORKERS

Another study of the retirement problem—one at the skilled worker level—is presented in "Retirement and the Industrial Worker," by Jacob Tuckman and Irving Lorge. Published by the Bureau of Publications, Teachers College, Columbia University (1953, 105 pages, \$2.75), this is one of a series of studies sponsored by the Institutes of Adult Education and Psychological Research of Columbia's Teachers College. The New York Cloak Joint Board of the International Ladies' Garment Workers' Union and the Federal Security Agency cooperated.

This book includes many tables showing retirement attitudes of unionized cloakmakers in the New York City area. Workers of 55 and over were interviewed at union headquarters or in their homes: 204 men and women still on the job, 216 still working but having applied for retirement, and 240 already retired on a union pension.

As you would expect, the problem of finances after retirement looms a great deal larger with these people than it does at executive levels. Average retirement income, consisting of union pension plus social security benefits, is only about \$120 a month. The big majority of people interviewed—81% of those who had already retired and 69% of those who had applied for retirement—indicated that this is not enough to live on. For this and other reasons, the idea of retirement is liked even less by this group than by highly paid executives.

Retirement for these cloakmakers is not compulsory at any age; they can work as long as they are able and can find employment. So workers put in their applications for retirement, but usually stay on the job until poor health or inability to compete with younger workers compels them to give up. Retired workers under the pension plan may not continue work of any kind in the coat and suit industry.

And, if he or she does other work and earns more than is allowed under the Social Security Act, pension payments as well as social security benefits are discontinued.

While this well-organized, highly statistical study should be of general interest to personnel people, it is questionable whether its findings would be considered applicable to many other groups of workers.

RETIREMENT CAN BE BEAUTIFUL

Recommended most enthusiastically is a third book on retirement which is quite unlike the other two. This is Marie Beynon Ray's "The Best Years of Your Life" (Little, Brown and Company, Boston, 1952, 300 pages, \$3.95). It has nothing to do with business problems of retirement but is concerned entirely with individuals making the most of the twenty years that have been added to their lives in the past half-century—euphemistically called "later maturity."

The author quotes Dr. Alexis Carrel: "The aging man should neither stop working nor retire. Leisure is even more dangerous for the old than for the young. To those whose forces are declining, appropriate work should be given. *But not rest.*"

She cites records kept by Lloyd's of London for ten years, showing that men who retired at 60 were dead at 63, while those who kept on working lived well past 70. Said Lloyd's: "They retire. They sit down for a while. Then they lie down. And then somebody carries them out."

Miss Ray races along from example to example of men and women who have remained in the news as highly useful members of society long past 60, and exhorts us to do likewise. She proposes painting, writing, studying, music-making, photography, woodwork and other activities as suitable for the after-retirement years.

The book's jacket says, "If there is one thing this book is *not* about, it is hob-

bies. The idea of spending one's later years puttering around with a hobby nauseates most people . . . What we will do during this new period of our lives constitutes a second career which should be prepared for years in advance in our leisure time."

Agreeing about hobbies, one may have to re-examine his definition of "hobby",

for the book itself deals with collecting, with model railroading and other activities that aren't among life's major pursuits.

A highly readable, encouraging book for the personnel man to have available to lend to people who are fairly well along in the social scale and who want help in planning what to do after retirement.

Other Recent Books

AUTOMATION: THE ADVENT OF THE AUTOMATIC FACTORY. By John Diebold. D. Van Nostrand Company, Inc., New York, 1953. Price \$3.00. pp. lx, 181.

This is at once a significant and a disappointing book. It is significant because the trend it depicts with what seems to be prophetic accuracy has to be better understood and evaluated by executives and union leaders. It is disappointing because the author is necessarily vague about the pace of the transition further into the technological revolution of our day. Nor is he sufficiently philosophic about the meaning the revolution will have in respect to concurrent activities and wider purposes in the life of us all.

A changed content and quality of work for many, and a reduced volume of hours at work for all, have been more and more clearly seen as inevitable trends as this century has gone on. But how we are to accept this—in work responsibilities, controls and creative satisfactions for individuals, and in social relations away from work—this becomes a no-man's land of speculation or of indifference, but certainly not of planfulness at the present stage. And perhaps any corporate planfulness is premature.

But technological shifts continue to go on, and at an accelerated rate. How should managers and unions continue to ease the

stresses and strains here? How are corporate productivity and group creativity to be reconciled as automation progresses? These are genuine problems of necessity, and probably desirable, transitions.

It is my opinion that if this book could have been postponed and issued half a decade hence, the author might have had more to say in a penetrating way about the issues behind the issue of automation, a dynamic fact destined to further outcomes which are still shrouded in mystery.

Ordway Tead

PUBLIC PERSONNEL MANAGEMENT. By William G. Torpey. D. Van Nostrand Company, Inc., New York, 1953. pp. xii, 431, \$5.00.

This book deals comprehensively "with personnel administration in the executive branches of all levels of American government—federal, state and local." It "describes the framework for personnel management, organization, functions, objectives, processes, procedures, and problems of administration and suggests solutions to such problems . . . the author seeks to combine both the 'practical' approach of the practitioner and the 'academic' approach of the educator."

The book's twelve chapters discuss: Framework for Public Personnel Management; Position Classification; Compensation;

tion, including the determination of salary rates, hours of work and leave; Employment, including recruitment, testing, selection, transfer, promotion, demotion; Training; Efficiency Ratings; Employee Relations, including communications, employee handbooks, recreation programs, credit unions, welfare funds, counseling, exit interviews, suggestions, awards; Health and Safety; Employee Conduct; Separation; Retirement; Internal Considerations. At the end of most chapters the chapter subject is related specifically to conditions

and practices found in federal, state and local government organizations.

The author is both a personnel officer—Naval Research Laboratory, Washington, D. C.—and a part-time faculty member of The School of Government at George Washington University. Perhaps the latter association accounts for a rather textbookish flavor, and unnecessarily hard going. Nevertheless, we do not doubt that many personnel managers in government services will find the book extremely useful as a guide to their thinking.

Personnel Research

Reducing the Cost of Training Satisfactory Workers by Using Tests. By Jerome E. Dopotelt and George K. Bennett, The Psychological Corporation. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 1-8.

This article describes an analysis of training and testing expenses in an effort to provide an estimate of the cost of selecting and training satisfactory workers. The data from three different groups of workers are presented: (1) 248 women who were accepted for training as checkers or cashiers in a food store; (2) 235 employees who were given formal training in adding machine operation in a bank; and (3) 215 produce workers who were trained by a food store organization.

The three sets of data are presented only as illustrations, since training costs will vary among companies and among jobs. It is generally recognized that there are expenses involved in training people, but an accurate estimate of such costs is frequently not available. In the three instances discussed the cost of training, per person, varied from \$300 to \$500. In contrast, the cost of testing an applicant in each case was estimated at only \$2. It is clear that a testing program which will

eliminate even a few of the unsuccessful employees will quickly pay for itself in savings in training costs.

This article discusses in detail a method for preparing a curve of training cost per satisfactory employee. Some personnel people may wish to apply the method to their own data, and others may find the results helpful as general evidence that training costs can be reduced by a testing program.

This is a timely article because it calls attention once more to the economics, in dollars and cents, which a company might expect from a testing program.

The Effect of Opportunity to Observe, and Rater Status on the Reliability of Performance Ratings. By Walter A. Klieger, Personnel Research Branch, AGO and James N. Mosel, The George Washington University. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 57-63.

The men rated in this study consisted of 212 Army enlisted men who were serving as non-commissioned officers in a training division at a large Army installation. The raters were (a) superiors, composed of 224 commissioned officers, and (b) asso-

ciates, composed of 134 non-commissioned officers.

The men were rated by both superiors and associates on four graphic scales. The scales were given no titles or trait names, but a scale heading such as the following was used:

"NCO's differ in the degree to which they are physically fit. Think of how each man you are rating demonstrates his physical fitness during such activities as unarmed defense, physical training, long marches, organized sports, etc."

There were five intervals to each scale.

On each scale the rater evaluated his experience with the trait concerned by giving the following self-estimate:

"How much opportunity do you have to observe NCO's exhibiting this characteristic or lack of it?

Check one:—Much opportunity
—Some opportunity
—Little opportunity."

"Results showed that there was no significant difference in the reliability of raters claiming 'greater opportunity' and those claiming 'less opportunity' to observe the traits rated. Superiors evidenced slightly higher reliability than did associates."

The authors suggest several interpretations of these rather surprising results, one of which has to do with the manner in which experience with the man rated is perceptually organized through status and role relationships.

The Cleveland Survey of Retired Men. By Stanley L. Payne, Special Surveys, Cleveland, Ohio. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 81-110.

The survey described in this article is probably one of the most comprehensive ever undertaken to discover the attitudes and problems which are common to men in retirement. Industry is taking a growing

interest in the problems of the older worker and retirement counseling programs are being set up in personnel departments. The survey is therefore of practical value.

Personal interviews with 483 retired men who were receiving pensions from six industrial companies in the Cleveland area were conducted by nine experienced interviewers. The questionnaire which was used contained 61 items of which the following are typical:

2. How old were you when you retired?
6. Do you wish now that you had retired sooner or that you had worked longer?
10. How have you spent most of your time since you were retired?
12. How do you spend most of your free time during the evening?
23. How long did it take you to get used to being retired?
26. What would you say has been your biggest problem since being retired?
33. If you were starting all over again, would you go to work for the same company?
38. Before you retired did you have some plans in mind about what you would do after retirement?
46. What do you think a company could do to help its people prepare for retiring?
55. When did you have more close friends—before you retired or now?
59. Do you happen to have a radio set here? A television set?
60. Do you rent, own your home, or are you still paying for it?

The results of this study cast doubt on some of the widely held notions about retirement. The survey found, for example, that retirement is not usually a difficult adjustment; that happiness in retirement does not always depend on advance planning, hobbies, and keeping busy; that most

of the men did not complain about the difficulties of living on a fixed income in a period of rising prices; and that relatively few of the men thought of going to California or Florida now they'd retired.

A satisfactory adjustment to retirement seemed to have some relation to such factors as home ownership, the reasons for retiring, and the attitudes which the worker and his family have toward his retirement. The total group was rated according to attitude toward retirement in the following way:

- 36% rated positive about retirement, prefer being retired to working, and have been happier or as happy since retiring as before.
- 17% rated negative about retirement, would rather be working, and found it hard to get used to being retired.

47% rated intermediate because they do not express themselves definitely or consistently one way or the other.

The average age of the annuitants at the time of the interview was 68, two thirds of them having been retired at 65. The median duration of employment with the company from which they retired was 29 years.

It is evident from this survey that retirement counseling calls for the widest range of human understanding. Individual differences are just as evident at this time of life as at any other. No pat formula will guarantee that a man will be contented in his retirement. The author mentions that "one of the sobering findings for counselors is that a majority of the annuitants would be opposed to the idea of company counseling."

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

TRAINING DIRECTORS SOCIETY OF PHILADELPHIA had a panel discussion in March on "Training Accomplishments and Meeting Future Training Requirements." The Society's *Memo* gives a clear account of the discussion. All panel members recognized the significance of the training function in any business or industrial organization as well as the need for specialists in this field.

In addition to the usual qualifications of a training staff, management members of the panel emphasized that, in order to be effective, training directors should (1) be intimately familiar with the qualifications for and responsibilities of each job for which people are to be trained;

(2) be close to the selection process, and understand training needs; (3) be creative and ingenious in developing programs and techniques that are effective both in and outside the classroom. . . . In determining the value of a training program, management emphasized the need to demonstrate direct dollar value to the company.

Since training programs are in direct competition with other company projects for funds, all panel members agreed that concrete measurement of results is necessary. Four types of measurements were recommended: (1) self-evaluation and reports by the training department; (2) opinions and evaluation of other supervisors or outside groups; (3) evaluation by

participants in the training program; (4) statistical methods, proving cost reduction, accident reduction, quality improvement, and turnover reduction.

WHAT PERSONNEL WORK SHOULD MEAN TO A FINANCIAL EXECUTIVE was the subject of an address by John W. Teele, Director of Personnel, Harvard University. Mr. Teele spoke to the *Eastern Association of College and University Business Officers* Round Table Workshops, and his speech was printed in the March *Cupa News*. Mr. Teele listed nine basic organizational needs of an individual employee as worked out by Richardson, Bellows, Henry and Company, New York.

1. To be part of a good effective organization.
2. To receive good pay and benefits.
3. To have a good working environment.
4. To enjoy job security. *Steady* jobs required.
5. A chance to get ahead is required.
6. Respect for the individual must be present—self-realization, no favoritism.
7. The employee has the right to be known and be heard.
8. Rewarding and congenial associations are essential.
9. No job is any good without a good boss.

Mr. Teele summarized his remarks as follows:

1. Take time to interest yourself in the subject of Personnel Administration; this activity can be very rewarding.
2. Don't look down your nose at the Personnel Office budget.
3. Cooperate with your Personnel Office, if you have one, toward the objective of better record keeping and of joint development of useful systems.
4. Be sure that you are not responsible for causing a "system" to determine policy, rather have jointly-determined policies determine systems.

5. Assist the Personnel Office in producing timely operating reports.

6. Be a leader and not a follower in making good use of personnel office services. (Don't forget that good personnel administration saves money while at the same time letting you feel that little glow of pride in your social accomplishments.)

PERSONNEL MANAGEMENT HAS COME TO FINLAND, announces *Personnel Panorama* in its March issue. *Personnel Panorama* is a publication of the *Pacific Northwest Personnel Management Association*. The region recently received a visit from Jouke Koljonen, an industrialist from Finland who was in the United States studying training methods.

Before the war, according to Mr. Koljonen, few companies in Finland had a personnel function as such. During the war, however, it became clear that it would pay to have most personnel problems handled by one man. As a result most companies hired a Social Chief to take care of personnel. His main duties were employment, housing, recreation and serving as father confessor.

The labor-management relationship is the most interesting feature of the Finnish economy. All employers belong to an association known as the Finnish Employers Confederation. This is composed of various industrial groups—textiles, metals, glass, etc. Labor unions are similarly organized. Each year one national contract is negotiated by the central labor organization and the Employers Confederation.

The first efforts in the field of training were package deals along T.W.I. lines. The principle effort was in the area of supervisory training. Although fairly good results were attained, the need for expansion was apparent in this area. Responsibility for this expansion is primarily Mr. Koljonen's.

Scientific selection of employees is in its infancy in Finland. Hardly anybody

uses tests in selection and placement. Recruiting is confined mainly to drop-ins and newspaper advertising. Apprentice training until recently was almost nonexistent. Prior to the war, young men were enrolling as apprentices but the old style guild-type program collapsed during the post-war period. Mr. Koljonen attributes this primarily to the lack of differential between the helper and journeyman classification. In the inflation and confusion following the war the percentage differential was reduced to practically nothing, hence there is little incentive for young men to suffer the rigors of apprenticeship.

There is inspiration in the governmental relationships, the singleness of purpose and supra-selfless desire to lift themselves up by their bootstraps in Finland, according to the article. "How many times have we thought," the author continued, "that if people were to spend half the effort trying to reach agreement that they spend in getting others to conform to their point of view how much better off everyone would be." If Finland succeeds in taking a prominent position as an industrial nation we will know that free men working together can succeed where all "isms" would fail. The article leaves one with the distinct impression that Mr. Koljonen's visit was beneficial not only for Personnel Management in Finland, but in the Pacific Northwest, too.

WHAT MAKES A SUCCESSFUL PERSONNEL ASSOCIATION? How can you get the most out of your organization? Bonar Dyer, President of the *Personnel and Industrial Relations Association*, Los Angeles, makes the following suggestions in the March issue of *Pirascopie*: (1) Attend both district luncheon and monthly dinner meetings regularly. (2) Be on time at all meetings. (3) Offer to serve on one of PIRA's standing committees. (4) Make constructive suggestions of changes you believe to be in order. (5) Go more than half way to be friendly to mem-

bers and guests at meetings. (6) Express approval to speakers, officers, committee chairmen and committees when they have done well. (7) Be enthusiastic for PIRA—speak well of the organization among non-members. (8) Invite qualified people to join the organization.

Recent speakers at PIRA meetings were Mr. Justice Arthur Tyndall, judge of the New Zealand Court of Arbitration; Colonel Lyndall F. Urwick, management consultant from London; and Don G. Morse, from General Motors.

MARKETING, SELLING, AND COST REDUCTION, are featured on the 1953 *Programme of Activities* of the *Australian Institute of Management—Melbourne Division*. The program is divided into lecture groups, conference groups, study circles, seminars, study tours, top management conferences, members' meetings, and research groups. The lecture groups comprise six week-night lectures each, and are on such topics as "Fundamentals of Management," "Management Controls in the Food Industry," "Sales Training," "Methods Engineering and Time Study," and "Personnel Practices."

MANAGEMENT AND PERSONNEL are two sides of the same coin, said Rowland Allen, Personnel Director for L. S. Ayres and Company, speaker at the *Newspaper Personnel Relations Association* conference held in St. Louis in March. He warned of the danger of top management losing close touch with employees and quoted one successful executive who prides himself on devoting 70% of his time to personnel interests. Personnel men, said Allen, should never be afraid of sticking their necks out, especially when it comes to the challenge of better human relationships in business. Blind obedience never has been the practice of the American people. The day of paternalism and fear is on the way out,

while participation through discussion is coming into its own. New officers elected at the convention are J. C. Rumble, of the

Louisville Courier Journal, President; Paul W. Bell, Los Angeles Times and Mirror, Vice Pres.; and E. J. Pelz, Sec-Treasurer.

Attending the Conferences and Workshops

MAJOR HUMAN RELATIONS, PERSONNEL AND LABOR-MANAGEMENT PROBLEMS confronting industry were thoroughly explored at the NATIONAL ASSOCIATION OF MANUFACTURERS' 24TH INSTITUTE. The Institute was held in March at Hollywood, Florida. The Institute Manual of 78 pages shows the careful planning behind this conference. It contains detailed information about every aspect of the five-day meeting, including topical outlines for each subject on the program. Speakers presented their subjects in courses for groups of conference members. There was space for notes at the end of the manual. Such a handbook should make intelligent participation in a conference easy. Features of the Institute were an address by Charles R. Sligh, Jr., President, NAM, "Setting New Goals in Employee Relations," and a visual presentation, "Let's Talk It Over," by Professor Ben Henneke, of Stanoline Oil and Gas Company, Tulsa, Oklahoma.

THE PROCEEDINGS OF TWO OTHER RECENT CONFERENCES are now available for reference. If you're planning a conference of your own, or just eager to catch up on the newest thinking in the field, you will find them of interest. *The Proceedings of the 4th Annual Convention of the American Society for Personnel Administration* include the following subjects, Communications, Community Relations, Conference Leadership Counseling, Employment Interviewing, Human Relations, Salary and Wage Administration and Supervisory Development. The keynote address was by William Grede who spoke on, "The Personnel Director and American Economic Freedom." The convention was held in Milwaukee in November. *The Proceedings of the 14th Con-*

ference of the Texas Personnel and Management Association, held in Austin in October, cover such topics as Human Relations and our Religious Heritage, Current Problems of the Personnel Manager, Civilian Manpower in the Federal Government, The Selection and Training of Management, and Wage Administration. There were special meetings on government and education.

HOW TO GET RESULTS FROM MANAGEMENT CONFERENCES is the title of a helpful leaflet inclosed with the announcement of a conference on MANPOWER MANAGEMENT TODAY. The conference was sponsored by the *California Personnel Management Association* and took place April 21-22, in Berkeley. The leaflet states that such a conference should help management men acquire new ideas in management skills which they can readily try out in their own jobs, and that a wealth of plans for supervisory meetings, executive development outlines and other programs can be taken back for use in their own work. Personal improvement, new operating ideas, fresh perspective should come out of the conference. Nothing, according to the leaflet, strengthens management skills so effectively as the opportunity to share ideas and experiences of others in similar positions.

A list of suggestions follows, showing ways in which various types of companies can make the best use of the conference. These include sending a program to each executive in the company and inviting his attendance; sending two or more men to the conference; bringing in the Branch Manager and Personnel Manager from each plant to attend; inviting Board of Directors

to attend; inviting executives among customers to attend the conference. The two day program of the MANPOWER MANAGEMENT CONFERENCE was designed to bring out the best methods and practices now being used to achieve effective employee relations. Arthur Rosenbaum, Manager, Economic Research, Sears, Roebuck and Co., spoke on "The Economic Outlook." At the dinner meeting H. B. Maynard, President, Methods Engineering Council, spoke on "Responsibilities in Managing an Enterprise."

MANAGEMENT DEVELOPMENT, ENGINEERING AND TECHNICAL TRAINING, AND COMMUNICATIONS were the three program topics of the 9th Annual Conference of the *American Society of Training Directors*. The conference was held May 6, 7, 8, in Boston. Sectional meetings were planned to provide actual demonstration of working programs. Sessions also included full opportunity for participation, direct contact with panel members and answers to questions. Qualified observer teams summed up each session. Among the speakers were W. R. Bryan, Manager of Program Development and Office Training, Goodyear Tire and Rubber Company, who demonstrated Goodyear training in communications; and J. J. Morrow, Director of Personnel, Pitney-Bowes, Inc., who described the Pitney-Bowes communications system.

FIVE COMPANIES DESCRIBED THEIR REPORT SYSTEMS AT A SPECIAL METHODS REVIEW CONFERENCE held May 4 in New York. The conference was arranged by the *American Management Association*. George E. Altmansberger, Associate Director of Financial Analysis, Ford Motor Company, spoke on "Building an Integrated Reports System"; James R. Lillis, Comptroller, Burroughs Adding Machine Company, talked about "Making Reports Motivate Executive Action"; "Getting Reports Disseminated" was the topic chosen by F. F.

Hoyt, Vice President, Carrier Corporation, Syracuse; Thomas J. McGinnis, Manager, Control Section, Koppers Company, Pittsburgh, told of "Reporting in a Control Group Organization"; and E. C. Brelsford, Assistant Treasurer, Thompson Products, Inc., Cleveland, showed how to "Use Charts to Present Financial Data to Management."

PERSONNEL PROBLEMS AND NEW PRODUCTION COSTS RESULTING FROM THE INCREASE IN THE AMOUNT OF LEISURE TIME were discussed at the opening session of the annual spring conference of the *Beaver Valley Personnel Association*. The conference was held April 8, in Rochester, Pa. Millard C. Faight, economic consultant led the discussion on "The Awful Challenge of Leisure Time." Robert K. Burns spoke in the afternoon on "Earnings, Benefits, and Job Satisfaction of White Collar Employees." Mr. Burns is Professor and Executive Officer, Industrial Relations Center, University of Chicago. At the dinner meeting Cameron Ralston spoke on "The Five Plagues of Democracy."

MANAGEMENT RESPONSIBILITY FOR OCCUPATIONAL HEALTH will be the subject of a one-week Special Summer Program during the 1953 Summer Session at the *Massachusetts Institute of Technology* from June 22 to June 26. The basic philosophy of the program, according to Dr. Ernest H. Huntress, Director of the Summer Session, is that health—both physical and emotional—can be promoted with mutual satisfaction in the employer-employee community. The program will be jointly supervised by Dr. Dana L. Farnsworth, Director of the M.I.T. Medical Department, and Dr. Harriet L. Hardy, head of the M.I.T. Occupational Medical Service. They will be assisted by special lecturers from the M.I.T. staff, and by others. Among the topics to be presented are: industrial medical organizations and the supporting administrative relationships; effects of toxic

chemicals, harmful dusts, and excess ionizing radiations, with methods of control; procedures for handling fire and explosion risks; and personality factors involved in the relationships within industrial organizations. Further information concerning the summer course in MANAGEMENT RESPONSIBILITY FOR OCCUPATIONAL HEALTH may be obtained from the Director of the Summer Session, Room 3-107, Massachusetts Institute of Technology, Cambridge 39.

IMPROVING THE PERSONNEL COMPETENCE OF MANAGEMENT was the theme of the Third Annual Personnel Conference, sponsored by the *Connecticut Personnel Asso-*

ciation and held at Yale March 31. The Planning, Organization and Application of a Management Development Program was the subject for a panel discussion at the morning session. Participants were Ellsworth S. Grant, Frank M. Oglee, Warren S. Stephens, and Leete P. Doty. In the afternoon Frederick G. Atkinson spoke on "Improving the Personnel Competence of Management," Samuel L. H. Burk talked about "Men in Groups—Layman's Analysis of the Individual," and Raymond S. Livingstone talked on "Communications." Walter H. Wheeler, Jr. was the dinner speaker. He spoke on "The Importance of Being Human."

Looking Over the Employee Magazines

THE M. W. KELLOGG COMPANY, designers and builders of petroleum and chemical process plants, has published its first issue of a bi-monthly magazine for employees. An 8½ by 11" publication with second color throughout, *Kellogg World* will be mailed to the homes of all employees of the company, which is a subsidiary of Pullman Inc. The 16-page magazine features articles about the company's operations and programs and the activities of employees. Editor of *Kellogg World* is Virginia Campbell, who will also be responsible for other communications media of the company.

the paper in this magazine are all unusually pleasing. There are the usual reports of employee activities and recreation and achievements. There is also an interesting attendance graph and an employee graph, as well as a monthly financial report.

A detailed description of current job evaluation is of unusual interest. In undertaking the project a new plan was tried. The Union selected from among its membership a four-man job evaluating committee, and Management selected a four-man committee from its numbers. From the combined eight-man committee, two Union and two Management members were chosen for specialized training in job evaluation and the Philadelphia consulting firm of Edward N. Hay and Associates was employed to train the team. Upon completion of all Union job descriptions, Management members of the teams will study and describe all salaried and hourly paid non-Union jobs, and, upon completion, refer them to the four-man Management committee for evaluation. In this manner, all jobs in the company will be carefully studied, related to each other and assigned a proportionate dollar value. Editor of the *Newsrator* is Helen Malsbury.

THE FISCHER AND PORTER Co., of Hatboro, Pennsylvania, publishes *The Newsrator*, a twenty-eight page magazine, 8½ by 11". The March issue has a striking red, white and blue cover, decorated with a drawing of a Dutch boy on a bike. The leading article is on bikes in Holland, by an employee of an overseas manufacturing affiliate located in the Hague. Another article in the same issue describes the effect of the recent floods on the Dutch factory. Printing, pictures and the texture of

YOUNG RADIATOR COMPANY, Racine, Wisconsin, has sent us a copy of their 12 page, 8½" by 11" magazine, *Young Employees News*. The company recently held an open house which is fully reported in the magazine. Each department held a clean up-polish up campaign in preparation for the open house, and selected examples of

products for display. Employees served as guides, and the whole community was invited to the Open House. The pictures testify that families and friends and plenty of children showed up to enjoy the affair. Refreshments were served and souvenirs distributed. D. V. Coon is editor of the magazine.

What's New in Publications

STATISTICS COME TO LIFE TO SAVE LIVES in a new pamphlet, *Who . . . Me?*, put out by the Travelers Insurance Companies. The current publication is nineteenth in a series of highway safety booklets. The purpose of the series is to help prevent traffic accidents with facts about accidents. The accident problem can be solved only by those who do the walking and driving. Knowledge of how and when accidents happen may help drivers to prevent trouble. Amusing cartoons printed in yellow point up the grim figures.

According to the tables, three out of four accidents involved passenger cars traveling in clear weather on dry roads. Nine of ten vehicles in accidents were apparently in good condition before they crashed. Eighty per cent of vehicles involved in fatal accidents were traveling straight ahead. Saturday was the most dangerous day of the week to drive. *Who . . . Me?* was prepared under the direction of Walter M. Harrison, Jr., and illustrated by Robert Osborn. Inquiries should be directed to John G. O'Brien, Public Information Department, The Travelers, Hartford, Connecticut.

THE EXCESS PROFITS TAX IS ATTACKED in a leaflet, *How the Excess Profits Tax Hurts You*, put out by the Good Reading Rack Service. Research for the publication was conducted by the Public Opinion Index for Industry, Princeton, N. J. The message is directed to employees. Burden of the argument is that the excess profits tax curbs

normal business expansion and cuts into employment. The material is clear and presented attractively but the pamphlet gives the impression that the tax collector is responsible for the trouble, rather than the law itself. The leaflet fails to suggest any possible action.

AIMS, ACCOMPLISHMENTS, AND PROGRAMS OF THE INTERNATIONAL LABOR ORGANIZATION are described in a new pamphlet called *Partnership for Peace*. Workers, employers and governments get together in the ILO. Sixty-six nations are represented in the organization. Illustrated with drawings, photographs and charts, the publication gives the history of the ILO and outlines its current work. To perform its mission, that of achieving man-to-man justice throughout the world as a basis for peace, the ILO is divided into the General Conference, the Governing Body, and the Office. The conference is an assembly, the body a board of directors. The policies of these two groups are carried out by the Office composed of 700 international civil servants from 50 different countries. The ILO promotes technical assistance, higher living standards, and in general helps men to conquer poverty and misery. The pamphlet is available from the Washington Branch, International Labor Office, 1262 New Hampshire Avenue, N.W., Washington 6, D. C., for five cents.

EMPLOYEE RELATIONS and the impor-

tant and complex problems posed by these relations are the concern of the INSTITUTE OF INDUSTRIAL RELATIONS OF CALIFORNIA. The Institute has just put out a *Progress Report* covering the period 1945-52. The Institute was born out of the urgent need for careful study in this field which became increasingly apparent during the period of postwar economic adjustment. A high level of employment has become a crucial index of economic health. In the State of California, where the labor force has increased more than 50 per cent during the past ten years, it is particularly important that ways and means of preserving and expanding employment opportunity be carefully studied. Problems of personnel administration have also taken on new importance in recent years. Recruitment, placement, training, turnover and supervision, as well as human relations between supervisors and employees, are all studied by the Institute.

Another recent publication of the Institute is *Area Pension Plans Under Collective Bargaining*, by William Goldner. This is a reprint of an article in the December 1952 *Labor Law Journal*. It is helpful to a free economy when workers may move as needed from job to job and industry to industry. Area pension plans aid in making our labor force mobile. The pamphlets are available from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

VOCATIONAL GUIDANCE AND OCCUPATIONAL ADJUSTMENT are discussed in a new quarterly, *Vocational Guidance*. The magazine is the official organ of the National Vocational Guidance Association. The old *Occupations* journal has become the *Personnel and Guidance Journal*, official organ of the American Personnel and Guidance Association. The two publications are

designed to complement each other. The *Vocational Guidance* quarterly emphasizes occupational information, and practical, "how to do it" articles. The material is short, and not too technical. It should be valuable to high school counselors, college personnel people, counselors in the Employment Service, Veterans Administration, rehabilitation offices, and private agencies. The magazine is liberally illustrated with photographs. Editor is Max F. Baer. Rates are \$2.00 a year, or 50¢ per copy. Subscription office is 1534 O St., N.W., Washington 5, D.C. Editorial office is 1761 R St., N.W., Washington 9, D. C.

DIFFERENT METHODS OF PROFIT-SHARING AND THEIR RESULTS are being studied by the Profit-Sharing Research Foundation. A compilation of the record of profit sharing is especially timely not only because of the spectacular increase in new plans but also because some leading public figures are particularly interested in the idea as a means of reducing management-labor tensions. The most significant project published to date by the Foundation is one on discontinued profit-sharing plans. The object was to find out why plans were discontinued in order to bring out sensitive areas which should have special attention. This study shows that most of the plan terminations reported were not of profit sharing plans as profit sharing is generally defined today. It also showed that, of the verified discontinuances, over 40% were caused by lack of profits and about 20% occurred as the result of purchase by or merger with new ownership. The report is detailed and well documented with charts and figures. *Studies in Profit Sharing*, by P. A. Knowlton, Director of Research, Profit-Sharing Research Foundation, is available from the Foundation, 33-16, Woodside Ave., Long Island City 1, New York, at \$2.00 per copy.

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PERSONNEL: Successful achievement throughout career. Presently with organization of 2000 people. 9 years of varied work experience touches on most phases of Personnel Administration including employee relations, classification, salary administration, testing and counseling, recruiting, placement and training. M.A. Guidance and Personnel Administration. Age 33, married, one child. Will relocate 250 miles radius of New York City. Resume, interview on request. Reply Box 233.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.) Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply Box 234.

HELP WANTED

ASSISTANT PERSONNEL MANAGER: Must have top potentiality to grow with an expanding organization. Largest multi-plant bakery in its field. Midwest location. Desirable age range 25-35. After short training period, work could involve all phases of personnel and industrial relations with major emphasis to start with on employment. Reply held confidential if desired. Write giving complete personal history résumé and past and desired earnings to Dir. Indust. Relations and Personnel, OMAR INC., 1910 Harney, Omaha 2, Nebr.

Man with degree and some experience to administer personnel program in branch plant of about 250 people. Plant is located in eastern Pennsylvania and manufactures heavy machinery. Will work under direct supervision of Plant Manager with administrative direction from home office. Reply Box 229.

SITUATIONS WANTED

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

PERSONNEL ASSISTANT: 2 years experience in recruitment selection and induction procedure—training and experience in research testing and statistics. Also plant personnel experience (industrial relations—grievances procedures, etc.). B.A. Psych., M.S. Personnel. Age 26. Married. Prefer New England, New York. Presently employed as Personnel Assistant in national flour milling company with 3,000 employees. Available May 1. Resume upon request. Reply Box 226.

PEOPLE—PRODUCTION—PROFITS: Back again! Last month my services were placed "on the block," but none bid. Unfortunately this is one case when "Monday morning quarterbacking" doesn't provide the answers to what was missing. We (my conscience and I) know that describing me as a "ball of fire" would be inaccurate. On the other hand "dud" wouldn't be a fair estimate either. I do have productive abilities and have been known to come up with some original and practical ideas about dealing effectively with people. My experience includes down-to-earth "sweating out" of laboratory, at executive conferences, in the offices and the maintenance shops. July 1953 will round out 13 years "at work"; coupled with a graduate degree in personnel-psychology and current graduate study squeezed in around my family obligations and weekly choir practice. The age is 36, presently directing personnel program for organization of 5000, with \$9000 salary. Believe I can earn my way at \$10,000. Reply Box 227.

PERSONNEL MANAGER: M.A. Industrial Psychology, 5 years experience with large company in all phases of industrial relations and personnel management except labor relations. Successful record. Presently hold position of Asst. Industrial Relations Supv. Present salary \$7400. Age 33, married. Midwest location—west of Mississippi River desired. Available within 1 month. Reply Box 228.

PERSONNEL: Personnel man with Master of Personnel Service degree qualified for training, counseling, interviewing, research and other personnel functions, age 41, available June 15th. 6 years with public utility. Will locate anywhere. Complete personal data sheet including photo available on request. Melvin Geiser, 2403 Arapahoe, Boulder, Colo.

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply Box 231.—

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

SEE OTHER SITUATIONS WANTED, AND HELP WANTED ADVERTISEMENTS ON PRECEDING PAGE

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Journal

Published by The PERSONNEL JOURNAL, INC.

Number 3

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Conference Calendar

JULY

- 19-22 East Lansing, Mich. Michigan State College.
College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.
-

AUGUST

- 3 New York, New York. Hotel Statler.
Practising Law Institute. A Non-Profit Educational Institute. Summer Session Practising Law Institute, 57 William Street, New York 5, N. Y.
-

SEPTEMBER

- 9 East Lansing, Mich.
Michigan State College. Industrial Relations Workshop. Paul L. Moore, Head Department Business & Industry, Michigan State College. East Lansing, Mich.
- 23-24-25 New York, N. Y. Waldorf-Astoria.
National Industrial Conference Board, Inc. General Session. 247 Park Avenue, New York 17, N. Y.
- 30-Oct. 1-2 West Lafayette, Ind. Purdue University
Purdue University. 11th Annual Conference on Training in Business and Industry. Comptrollers Office, T.E.D. Purdue University, West Lafayette, Ind.
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PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

NOW, IN THE MIDST of the summer holiday season, I'm recommending a winter vacation. After the passage of more years than I like to count, last winter I had my first one. Not as an alibi but in explanation, let me say that I am in the fortunate position of being able at times to combine pleasure with business in my travels. That seems to me a just reward for the many miles my business requires me to cover every year—about 50,000.

Winter or summer, the interest aroused by new sights and different people provides a release from the tensions which result from constant concentration on business affairs. When the holiday actually starts I find myself caught up in a new and pleasant routine—where to go and how, what to see, what to do, where to eat.

Returning from a sailboat-racing excursion to Nassau, the assistant editor and I joined the Nassau-Havana cruise of the S.S. Nassau, a ship under Panamanian registry with a crew of 295 Italians. After observing for a day the smooth routine with which all departments of the ship seemed to operate, it struck me that here was good personnel management of an unfamiliar kind. So, my reportorial instincts getting the upper hand, I climbed to the bridge to see what I could learn from the Captain about the familiar problems of employment, training, discipline, union relations, pensions and the rest.

The Captain was affable, spoke excellent English, and answered my questions readily. Among other findings: employment is by written contract for 18 months. Hiring is done at the home office of the line in Italy. When the ship reaches there, perhaps once or twice a year, new hands are already hired and are ready to come aboard. There's no problem of getting enough men in Italy, which apparently has

something less than "full" employment. Discipline is not difficult; ship's officers have complete freedom to discharge if necessary. Although marine workers are unionized in Italy, unions are not recognized under Panamanian law and the Captain does not deal with them.

LETTERS FROM A NUMBER OF NICE PEOPLE have been received since our recent paragraph about the importance of incoming mail to an editor. We try to acknowledge all of them promptly but may slip up on occasion. This is a general *thank you*. Sooner or later we'll have an opportunity to comment individually on the subjects and points of view expressed. Meanwhile, please continue to write when you feel so disposed. Your letters are sincerely appreciated, and help a lot in shaping up the kind of magazine that's most interesting and valuable to you.

WHY DO SENSIBLE BUSINESS MEN have such implicit faith in their ability to judge other men? Truly, they can only judge on the basis of their own knowledge. For example, it would be very difficult for me to size up theatrical people. I do not know anything about the theatre and have little interest in it. Consequently my standards of value are entirely different and make it hard for me to appreciate the fine points, abilities, interests and personal characteristics of theatrical folk.

This was illustrated for me a number of years ago when, as a personnel director, I had 3 interviewers with very different backgrounds. I ran an experiment to see how accurately interviewers could pre-judge the ability of an applicant to score high or low on an intelligence test. One of the interviewers was a very bright college graduate with training in psychology and

several degrees. He was much more accurate than anyone else in estimating people's intelligence. One of the interviewers was a woman of modest background and high school education. She tended to estimate everyone's intelligence at somewhere near her own, and with comparatively little variation. She could not identify a bright person when she saw one and found it equally difficult to spot a dull one.

The ingrained habit of all of us is to feel that we can judge other people but man is such a complex work of nature that it is not surprising that we find it difficult to understand him. Witness the extraordinary things which some of the world's great men, like Benjamin Franklin and Leonardo da Vinci, have done. How can we ordinary people hope to measure the potential of such great minds?

Or consider the many years of intense study which psychiatrists must undertake, and yet how difficult it is even for the trained psychiatrist to understand more than dimly the behavior and thinking of the abnormal mind.

The problem of man measurement is actually one of prediction. That is, we measure a man to find out how he is likely to act in a given situation. Does he have the mechanical aptitude for the job we want to put him on? Most attention has been given to the fields of intelligence, aptitudes, interests and skills.

While a lot of thought has gone into the matter of personality measurement, actually not too much has been accomplished. Any question-and-answer test in this field is subject to faking on the part of the applicant. How can you get around this difficulty? Furthermore, the test which consists of questions places severe limits on what you can find out about a person. The greater freedom afforded by the clinical interview makes it possible to learn a great deal more about a man than by means of a rigid questionnaire.

By far the most advanced is the clinical method of appraisal. Even the clinician however, needs some tools with which to work. The familiar paper and pencil tests help a great deal, although they require skilled interpretation. There is more to it than that, however. When we get into the field of personality it has been found that the so-called projective tests unlock closets of the human mind as nothing else can do. "Projective" really means that a test requires the applicant to project or place himself in a particular situation. The Rohrshach is the best-known projective test. It is still an imperfect instrument but, through the many years of its development and use, skilled clinicians have learned to do rather well in its interpretation.

The T.A.T. or Thematic Aperception Test is another which has come into increasing use by skilled practitioners. Recently I have participated in an attempt to expand its use by having the test given and recording answers on a sound-tape. They are then played back by the clinician in his quiet office where he can interpret them. By having everything on the tape he gets all the fine points of the applicant's responses. T.A.T. consists of a series of pictures rather vague in nature. This very vagueness requires the subject to create out of his imagination a situation which he thinks will fit the picture.

Each of us is limited by the content of his own experience; what the picture means to me may be quite different from what it means to you. Not only do we see differences in content but there are differences in the way in which we express this content and develop our thoughts. Thus we give the clinician the opportunity to read our minds.

Another new development about which little has been heard is the *group* T.A.T. The process consists of giving each individual the test separately and then bringing a group of five or ten individuals

together. You drop one of the picture cards on the table and say to them, "You have all taken this test. Now, I am going to ask you to agree on one single answer representing the judgment and preference of the group." You let nature take its course from that point on. It has been found by Dr. Milton L. Rock, who was one of those who originated this method, that it reveals some characteristics which have a very marked bearing on leadership.

So I say to all personnel folk, be aware of the importance of more and better tools for the measurement and analysis of the applicants who come to you. Do not be discouraged if some tools require more expert knowledge for interpretation than you happen to possess. Perhaps you had better not use tools of that kind except through others who have the necessary expert skill. However, any one who wishes to can do much to improve his interviewing skill.

One of the most useful devices is the analytical interview, about which a good deal has been written. Another valuable device is the scored application blank. This is merely a statistical analysis of the relation between success on the job and certain facts about individual employees, such as the difference in performance between married and unmarried men, the difference in stability of those who own their homes as against those who do not, and many other characteristics. Each scored application blank has to be developed and validated for the particular situation in which it is being used. This is for obvious reasons, since the characteristics of successful people in different kinds of jobs may vary a good deal.

The difference between hiring, promoting or assigning people as a result of highly skilled analysis by a clinical psychologist, as against amateur or ordinary interview methods, is great. When the difference is once observed it would seem

unlikely that anyone would forego the value of the expert clinical appraisal when he can get it.

THANKS TO STAN WILCOX of Socony-Vacuum's Industrial Relations department for sending me a clipping. It's about a "robot brain" that's supposed to help the Army keep mechanics out of the kitchen and cooks out of the motor pool. Says Stan: "With the perfection of a push-button mechanism for selecting the right people for the right job (as described) a full battery of precision tools is now provided for the mechanical practitioner of the mechanical science of Mechanical Human Relations." No comment!

AS A COMPANY, WHAT DO YOU DO ABOUT CHRISTMAS? I don't mean the roisterous Christmas party which is sometimes more remarkable for high spirits of the bottled variety than for any other kind. Nor am I thinking of the exchange of little presents among the girls, or the giving of bonuses.

A week or so before last Christmas I ran across something so heart-warming, and so truly in the spirit of the year's biggest and most favorite holiday, that I made a note to tell PJ readers about it on the chance that you might like to do something similar in your offices. As far as this idea is concerned, "the more, the merrier."

It was somewhere around the middle of December that I happened to call in at Funk & Wagnalls, the publishers, on East 24th street in New York. In the reception room, right across the room from you as you entered, there was a table piled two and three deep with beautifully wrapped packages of all sizes and shapes. As I waited there a few minutes, two or three office people each brought out another be-ribboned package and placed it with the others. The people seemed somewhat embarrassed to be "caught in the act". I

wondered what was going on, and inquired of my friend when, shortly, he came out.

It seems that someone in the office had been in touch with The Family Shelter, which I understand is one of a number of New York organizations dedicated to looking after needy children. The Shelter had furnished a list of children who in the ordinary course of events couldn't expect much from Santa Claus. Office people who wished to participate in the project had a drawing, in which each got a slip of paper with the name and age of a child written on it. The gaily-wrapped packages, each marked only with the name of some child, were for these kids, to bring a measure of joy and love into their lives at Christmas time.

Does it strike you that banding together this way to do something for others who are less fortunate might do a lot for a group of office people too? . . . Can you tell us of other Christmas ideas, used by your own company or others, that might be passed along?

THERE'S BEEN A PRETTY MESS down in Selbyville, Delaware, "unofficial broiler capital of the Delmarva Peninsula". Robert Hagy told about it in a full page story in the Philadelphia Sunday Bulletin. "CIO Invasion Stirs Up Bitter Resentment in Quiet Old Delaware Town" was the main heading. The subhead was: "Strike to Organize Poultry Plant at Selbyville Marked by Cross Burning".

All I know about it is "what I read in the paper" and I won't attempt to condense a newspaper page of fine print into a couple of paragraphs. There were charges and counter charges. There was violence on both sides—most of it, apparently, by partisans of the H & H Poultry Company, the struck plant employing some 300 people, mostly negroes. Two AFL unions had tried unsuccessfully to organize the plant: local 262 CIO won out in an NLRB elec-

tion. Chief demand was a pay boost from 83¢ an hour to \$1. The company would not give over 5¢ an hour more. They hired 200 new people to replace the strikers and announced they had no intention of taking any strikers back.

What caused most resentment was the "invasion" of the town by union leaders from afar, who had no roots in the district and little understanding of the local situation in which they became embroiled. Headquarters of Local 262 CIO were in Newark, N. J. Union people from there, from New York and from Camden, N. J., directed activities when things got too hot for the local organizer, a native son, to handle.

Generally speaking, I'm in favor of unions. They've made great contributions both to their members and to industry. Many of their leaders are able men of vision, sincerely eager to help make our profit-enterprise system work. But I am definitely not in favor of some union tactics. The CIO does the whole labor movement a disservice when, without much investigation and with little or no constructive thought, it barges into a peaceful local situation merely to organize another unit and put a few more dues-paying members on their rolls.

Hagy quotes a Selbyville townsman: "A lot of folks around here will tell you that the CIO is the same as the Communist party. I don't have no truck with that. That's not so. But this CIO outfit that's come in here don't have any more real interest in them colored workers or in this town than the man in the moon. They don't know anything about this town, and they never should have come here. If they'd got out, all this fuss would be over in a minute."

Ned Hagy

A company's personality—for better or worse—is a composite of individual personalities. The author itemizes six characteristics which executives should cultivate, to give their departments a winning personality. He shows just how the presence or absence of certain executive traits may affect the spirit of the whole organization. This is a condensation of a talk in March before the Pittsburgh Personnel Association.

Personalities—Their Impact on Management Action

BY WILLIAM J. E. CRISSY

Industrial Psychologist, New York City

YOUR Company, and each department or unit within it, has a personality just as you do. Your personality does much to shape that of the company. In fact, the company's personality characteristics stem, in the main, from two sources—the mode of behavior of the founders, and the personalities of subsequent management generations, especially the one at present at the helm.

The vast Ford enterprise was a one-man show as long as the old man lived. To quote a recent AMA report, "He had his finger in every pie, often staying at the plant day and night. He boasted that his organization had "no organization, no specific duties attached to any position, no line of succession or of authority, very few titles and no conferences." He made many personal decisions and for a long time delegated relatively little.

MANAGEMENT'S PSYCHOLOGICAL ADJUSTMENTS INFLUENTIAL

Companies certainly vary greatly in the degree to which they decentralize management authority. Generally the difference can be traced directly to a complex of psychological adjustment mechanisms on the part of management. The top group may be wittingly, or unwittingly, perpetuating a stereotype of what it believes "was done" by the founders. Also, it may be symptomatic of a desire to escape the much tougher planning function, properly the sphere of top management. Clearing on details and on minor decisions becomes the excuse for not having time for the

bigger problems. Still another aspect of this adjustment may be a reluctance to "let go", and to let some of the younger people in the company take hold of problems.

A second characteristic on which companies show wide differences is in communications—getting the word around. In Company A everyone seems to get the word, and many media, formal and informal, are used to insure this. In Company B it's hard to get the word and, besides, the word keeps changing. About the only medium of communication seems to be the grapevine, plus sporadic emergency dicta from on high.

This, too, can be traced back for the most part to management personality adjustment mechanisms. Frequently trouble with communications stems from the ways of the "good old days" when the company comprised one shop, a small working force, and a management in over-alls, and everybody knew first-hand what was going on. Also, it may trace in part to top management's indecisiveness and reluctance to commit itself in writing. Or it may be caused by failure of executives to realize that in a big company everyone doesn't automatically get to know everything that is going on. What we consider obvious is rarely obvious to others.

MORALE AFFECTED BY EXECUTIVE ACTION

Morale may be cited as a third characteristic on which companies vary considerably. Morale is to the group what motivation is to each individual. It is a sharing of goals in common. Morale can be high only if considerable overlap exists between each individual's goals and group, or company, goals. Now here, no one would dispute the executive's influence. One of his primary obligations is to shape and to communicate group objectives. If he is fuzzy with respect to his own individual goals, he cannot very effectively set company or unit objectives. Goal-setting comprises a large part of the "planning" function in any business. Patently, the higher up in the organizational hierarchy you go, the more "planning" should be the chief activity of the incumbents.

A fourth characteristic, kindred to morale, is foresight. Wide variations exist among companies, and within companies, with respect to scheduling to minimize emergencies. In some companies, the emergency condition becomes the commonplace. In others, emergencies are rare. If the former undesirable condition prevails, it is generally traceable to the top management group and the way they, as individuals, adjust. If their thinking extends only to the moment and the present problems, they will induce similar short-range thinking down the line. Furthermore, demands will be made for the solution of problems now in their span of attention, to the detriment of scheduling and with little thought for the relative importance of things.

Let's once again change our focus of attention, this time to desirable traits or characteristics which this fellow, the top executive, should have. What makes him

tick and what should he be like? The executive should make every effort to exemplify these qualities in his behavior:

1. *Maturity*—On the intellectual side this implies not going off half-cocked. The mature thinker takes time for meditative, reflective thought. He weighs all angles and then decides. The emotionally mature person exercises control over his emotions and expresses emotional response in socially and morally acceptable ways. He avoids entanglements which tend to hamper or cloud his thinking. He rarely "blows his top."

2. *Drive*—This involves three-way adjustment. Executive behavior must be directed—goals set and then sought after. Also, adequate energy to get the job done must be applied. Finally, there must be "pacing" of one's self so that one's energy level is maintained from initiation of the task to successful completion. The executive with drive does not work in stops and starts. He is able to set goals, both short-range and long-range, and then to inspire others to seek them with him.

3. *Social perceptiveness*—The executive must develop this characteristic. This involves being sufficiently "person-focused" to pick up minimal cues in the other fellow's behavior to what's going on within him. In light of such observations, he then modifies his own behavior accordingly.

4. *Enthusiasm*—The executive must love his work and the company; only then can he inspire others to do a good job. Indeed, one of his major functions is to bolster the waning spirit of his subordinates when need arises.

5. *Sympathy*—He should feel *with* the other fellow, though not to a point of letting it interfere with rational thought process. The "cold fish" makes a poor manager.

6. *Empathy*—The executive should be able to feel *for* his colleagues and subordinates, be able to put himself in their shoes. I think this is why so many successful members of management come up from the rank and file within the company.

In connection with these last two emotional characteristics may I insert a word of caution. The executive, to be an effective leader, must command respect. If warmth towards others is forced on his part, respect may be lost thereby. Over-all, the executive's personality must ring true. We must be ourselves, but continually improve ourselves.

These desirable characteristics do not just happen. They must be cultivated. All of us can increase our amounts of them by being *people-centered*, *not job-centered*, in our thinking; by taking time for self-evaluation—scoring our runs, hits, and errors in our human relationships, by taking account of the likes and dislikes of people around us; by making a study of human behavior a part of our own plan for continuing self-improvement.

Who can measure the effects of good or bad executive adjustment upon over-all management action? Potentially, a major source of our company's profit or loss is found in the effective, or ineffective, behavior of the top management group. Each

of us has seen indecisiveness run into many man-hours of overtime. What we cannot so easily estimate is the cost of the effect of undesirable executive behavior on general *esprit*—the muffled grumblings that may result and extend all the way down the line.

An unjustified bawling out in public may have a rippling effect down to rank and file, with resulting spoilage, accidents, etc. A single management "boner," due to lack of planning, may shake the confidence of an entire department, and may necessitate months of deliberate rebuilding in order to achieve the previous state of morale.

On the other hand, we've all seen inspired leadership accomplish the impossible. The top executive who shows confidence in his team by letting them do the job, and by encouraging them, rather than interfering or ordering them—why, for him people up and down the line will "break a gut". One major indication of the top executive's effectiveness is the few times he needs to issue a direct order concerning day-to-day operations.

BEHAVIOR AT TOP SPREADS THROUGH ORGANIZATION

What about the effects of executive behavior upon the development of young members of the management group? Imitation is an all-pervasive method by which all of us learn. You can be sure that young men are going to follow the patterns of behavior they observe. Furthermore, they are going to "clam up" very quickly if they find their questions are not welcome, or if they do not receive a sympathetic ear. Also, the young executive is usually astute enough to know when "busy work" assignments are being given him. This often happens when the senior member of the unit has not deliberately freed himself of operating detail in order to assume his responsibility for training.

It can't be stressed too much that executive development is as much a matter of attitude formulation, as it is acquisition of "know-how." If each of us subscribes to the thesis that the number one job of each member of top management is to develop a replacement as good as or better than himself, we begin to realize how important an effect executive behavior has on the future of an enterprise.

Each day, each of us can profitably ask ourselves questions like these: (1) How much time did I spend today formulating plans for the company (or unit)? What are they? (2) How often today did I get bogged down in detail? Was it to escape tougher problems? (3) Did I interfere today with any of my subordinates in their work? Did I jump the chain of command? (4) Did I "blow my top" today? What caused the upset? What can I do to insure against its recurrence? (5) How much time did I devote today to developing others working for me? How were my efforts received? (6) Did the company get value for its money from my being on the pay roll today? What were the runs, hits and errors?

In the light of our answers we can take steps toward self-improvement, and thereby do our part to improve organizational effectiveness.

How employees in 81 branch offices are made to feel that they're valued members of the company team—and that their views are important to top management—is told in this factual article. Whatever your type of organization, if you have an employee attitude survey in mind you'll find helpful hints here.

We Survey Attitudes Annually by Mail

BY E. F. WONDERLIC, Vice President
General Finance Corporation, Chicago

ATTITUDE surveys have been made from time to time in many organizations. But not many companies have reported that they appraise employee attitudes regularly. General Finance Corporation does—and with practically the same questionnaire from year to year.

The questionnaire we used last Fall in our fourth annual survey was somewhat revised to include questions covering current problems. However, the repetition of many questions asked in previous surveys makes comparisons possible from year to year, by divisions and branches. The record is valuable to us as an indication of personnel and management weaknesses. When corrective measures have been taken, the record also tells us how effective such measures have been.

Questions used in our surveys are very searching. There are 25 to 30 of the multiple-choice variety. They encourage the broad expression of views as well as specific pointed criticisms. The final question invites general comment, and employees are asked to suggest any question which they feel should have been included.

MECHANICS OF THE SURVEY BY MAIL

Operation of a multiple branch organization makes it necessary to conduct an attitude survey by mail. But we feel that this helps to give an unbiased, valid result. Questionnaires are sent out in bulk to our 81 branches, with a covering letter to each employee. Each is asked to complete the questionnaire at his leisure and return it, sealed, to the home office personnel department in an envelope which is provided.

There is no identification of any kind on the envelope. All employees, including those recently hired, are asked to reply.

We believe that the supervised method of completing such a questionnaire would probably not provide as valid opinions, especially where employees in a branch office may number only three or four. The company feels that an employee is unlikely to express himself frankly under supervised conditions, particularly if he thinks that the immediate supervisor or office manager might see the reply.

The choice of signing or not signing the questionnaire is left to the individual employee. Each year the percentage of people who identify themselves increases and the value of the opinions improves. To us this indicates that validity and benefit will increase with continued use of the attitude survey. We feel that by winning our employees' confidence in management we have overcome many of the criticisms of a survey by mail.

Perhaps we try harder to get straight-forward replies than some companies. The covering letter with last Fall's questionnaire said in part: "In filling out this opinionnaire, please be frank and honest in your opinions. Check the word or phrase which most nearly fits. If you feel no answer describes your opinion, write in your own. However, do not check the word or phrase which you feel the company or your supervisor would *like* to have checked. We are interested in *your* opinion. . . . If you have not participated in a survey before, please remember that your ideas and opinions are what we want, and that they will be held strictly confidential. You may ask others, and easily determine that no attempts are ever made to identify an individual for his opinions. . . . When you have completed the opinionnaire, place it in the envelope provided and mail it yourself. . . . If you would rather use another envelope, you may. They are not marked or identified in any manner."

WHEN TROUBLES ARE FOUND, CORRECTIVE ACTION IS TAKEN

Most of our people know now by experience that they will not be disciplined or discriminated against because of their answers. They also know that management considers their opinions and, where possible, takes action to correct criticized methods and situations. Apparently they are convinced that their participation in these surveys is constructive, and brings them better working conditions and a better relationship with managers and fellow employees. One indication of this is growing percentage of our people who return their questionnaires. In 1948, the return was 50%; in 1949, 46%; in 1950, 49%; in 1952, 70%.

The first page of our questionnaire asks the sex of the respondent; the division in which he or she is employed; the place, whether home office or branch; whether employed more, or less, than three months; whether the respondent supervises the work of others. This information enables us to tabulate replies from each division and office, and pass them on to top-level supervisors who are concerned. By comparing returns from sections for which they are responsible with over-all company returns,

top supervisors can determine where corrective measures should be taken. The employee's immediate supervisor never knows how any individual has answered, even when the individual has signed his name—which 56% did in our most recent survey.

Preceding the personal questions just mentioned, there was a paragraph telling the employee that his answers would not be used in any way to identify him, but would be very helpful, "since procedures of the various divisions differ and we can fit your opinion to the operation. However," it continued, "if you feel this information will in any way identify you, and you will not feel free to give us your frank and honest opinions, we suggest that you skip this section."

A CHANCE TO GET GRIPEs OF ANY KIND OFF THE CHEST

Questions asked in the survey include items in the following and other areas: wage and salary policies; working conditions; equipment; management; respect of management; respect of leadership; company supervision; training. To cite several examples, question 5 of our latest questionnaire was, "Do you think that GFC wants to (1) Pay below average salaries, (2) Pay above average salaries, (3) Pay average salaries." Question 7 was: "All in all, how well do you think your branch or department is managed?" Spaces were provided for checking these answers: "(1) Very well managed; (2) Fairly well managed; (3) Not so well managed; (4) Not managed well at all; (5) Undecided." Question 11 was, "Does your supervisor play favorites?" Four answers were listed: "(1) Never plays favorites; (2) Some of the time; (3) Very seldom; (4) Most of the time."

The last question in the opinionnaire is a rather unusual one. It requests employees to suggest items for inclusion in future questionnaires. People are also urged to suggest specific criticisms and express attitudes on subjects not included in the questionnaire. Many use this opportunity to express themselves on both favorable and unfavorable working conditions. Several questions in the present survey were developed as a result of the employees' suggestions in answer to this last question:

"In preparing this questionnaire we couldn't cover every aspect in detail. Therefore, we left this page for *you*. Here is your opportunity to offer any additional questions which would improve this survey, or offer any frank opinion you might have regarding the company's policies which are not covered in the preceding questions. In listing additional questions, please indicate your present opinion in the answer."

We intend to continue using this Attitude Survey on an annual basis, since both management and employee groups feel that it helps us to understand human relation problems in our type of chain operation.

In dealing with rates, industrial relations people often have one point of view, and industrial engineering another. The conflict can be costly when strikes result and production drops. The writer, an experienced arbitrator, proposes that people of the two departments work together to get the "feel" of each other's objectives and thinking.

Management's "Divided Front" Cries for Mutual Understanding

BY DONALD A. CRAWFORD, Associate
Edward N. Hay & Associates, Inc., Philadelphia

CORPORATIONS of medium and larger size sometimes suffer unnecessarily because of friction between their Industrial Relations and their Industrial Engineering Divisions. The labor relations man may scoff at the industrial engineer as a naive technician. The industrial engineer may think of the labor relations man as a union appeaser who sells out engineering findings to expediency. At best, this conflict—conscious or unconscious—causes a somewhat divided front. At worst, it can cost hundreds of thousands of dollars in strikes and low production.

A recent arbitration proceeding illustrates what is meant. Some years ago, an assembly operation in a plant of a large seaboard corporation was changed from hand to machine assembly. The last and most important steps of this substantial process change were completed two years ago.

During the change-over years, assemblers were paid on a group incentive basis. Five years ago the company, realizing that the men were running away with these incentive rates, established a ceiling of 45% over base rate. When, with the completion of the process changes, the company tried to install proper incentive rates, the assemblers protested. The proposed rates required effort at the very high 45% incentive pace.

MANAGEMENT HAD THREE IDEAS OF WHAT TO DO

The union controversy split management three ways. Industrial Engineering insisted that proper rates were essential to the maintenance of incentive standards throughout the plant. Manufacturing insisted that volume production be achieved on straight time. Industrial Relations insisted that the "loose" rates be continued

to avoid a strike and because of the previous expectancies of the operators. Each division carried its fight to top management. The immediate result was a compromise on rates $\frac{2}{3}$ higher than those proposed by Industrial Engineering, but $\frac{1}{3}$ lower than the previous rates.

Industrial Engineering was not satisfied, however, and a year later won top management's support of installation of the proper rates. A bitter three-week strike developed, resolved finally by an agreement to arbitrate. This agreement was secured only by vigorous strike-ending moves taken by the International Union.

The arbitrator restored $\frac{2}{3}$ of the last rate cut—leaving the rates halfway between the proper level and the original inflated level. Local union feelings ran so strong that, had the arbitrator not guessed an acceptable figure and had the International Union not taken strong action, the plant would have been torn by labor strife and strikes for a year or longer. Deep-seated inter-union jurisdictional struggles, born during the rate cutting, were rampant until cut off by the award.

NOT AN ISOLATED INCIDENT

The significance of the story from management's standpoint is that the Industrial Relations-Industrial Engineering conflict nearly resulted in very serious loss of production. Nor is the incident unique. In varying degrees, with varying consequences, the problem occurs within many managements.

Had the industrial engineers of the company understood the labor-relations problem, they would not have been so adamant about imposing proper rates. Had the industrial relations people grasped the plant-wide incentive level problem, they would have tried harder to find a way of achieving or approximating the proper rates. Presumably, mutual understanding in the management team would have resulted in an answer at least as good as the arbitrator's. Certainly mutual understanding would have prevented the problem from dragging out over two years, and developing into bitter labor strife.

Recognition of the problem has caused many managements to inter-relate the activities of their industrial relations and industrial engineering staffs so that each comes to understand the problems and perspective of the other. A few companies go to the extreme of having their industrial relations people work with their industrial engineers on some job evaluation and rate-setting assignments. Conversely, these companies have industrial engineering people participate in grievances meetings and contract negotiations that involve non-rate-setting as well as rate-setting matters.

Other companies have their industrial engineers sit in on job evaluation and rate-setting grievances and have the industrial relations people investigate with the industrial engineers the actual jobs or rates in dispute. The former is common. The latter is not, because the Labor Relations man usually assumes the engineer to be technically right.

Some companies endeavor to achieve the same result organizationally by placing industrial engineering under industrial relations executives. This arrangement, however, is meaningless unless a method is worked out to inter-change experience and perspective among industrial engineering and industrial relations people.

Irrespective of method, the value of the inter-change of knowledge, if successful, is that the engineer gets the feel of labor relations and the labor relations man learns to understand incentives and job evaluation. The industrial engineer learns why his technical judgments must be violated on occasion because of over-riding human values. He learns to accept compromise without cynicism or frustration. He comes to believe in over-rating the heater's job in a steel mill because of proud tradition, while still defending overall job evaluations.

CONVICTION OF UNDERSTANDING NEEDED IN DEALING WITH UNION

The labor relations man who works with industrial engineering becomes able (a) to understand the necessity of maintaining roughly equal pay for roughly equal effort or job content, and (b) to judge the soundness of the rate setting. Without this knowledge, the industrial relations man is likely to laugh privately at measuring "learning period" or estimating "normal pace", while defending the system before the union. Equally bad, without this knowledge he must accept the industrial engineer's opinion that the rate is proper, without personal judgment or conviction. In dealing with the union, therefore, he is simply a mouthpiece unable to recognize bona fide objections or to express the conviction of understanding. If he yields to worker resistance to the rate, he does so without any real knowledge of the soundness of the rate.

The price of ignorance is high. It makes for cynicism and frustration—expressed or unexpressed—between the engineer and the negotiator, and for disunity in resolving differences with the union. The conclusion is obvious. Corporations which have not thought of giving industrial relations men a real grasp of industrial engineering, and the industrial engineer a real grasp of labor relations, can profit by immediate attention to the problem. The solutions are not patent. They depend upon circumstances of the particular company. The method, however, which gives representatives of each profession a chance to face the problems of the other on the firing line is imperative and profitable.

Fixed charges, including salaries, can be ruinous when business falls off. This article tells how one company found a way to adjust executives' pay up and down with sales volume—factory supervisors' with monthly production volume. The system takes account of a changed picture within 15 days.

Executive Salaries Fluctuate With "Variable-Fixed" Charges

BY DEAC MARTIN

Trade and Public Relations Counsel, Cleveland

WHILE a "variable-fixed" charge may seem paradoxical and even impossible, the fact remains that The F. W. Wakefield Brass Co., Vermilion, Ohio, has been utilizing such a strange anomaly since 1935 and the company has shown a profit ever since it went into effect.

To understand why charges are fixed, month in and out, regardless of sales and production, yet are variable in their fluctuations, it is really necessary to comprehend something of the electrical lighting fixture industry of which Wakefield has been a part since 1907. It is a simple operation to make electrical fixtures, because it is easy to shear, bend, and stamp light metals and assemble and finish them so that they will support lamps or fluorescent tubes. But to make efficient lighting units, furnishing the correct quality as well as quantity of light, requires the services of five illuminating engineers in a personnel of 150 in this company.

HIGHLY COMPETITIVE NATURE OF BUSINESS

Because it is easy to process and assemble light metals into a fixture that gives some sort of light, the lighting industry has experienced many quick peaks and valleys which have been independent of the national curve of business. Small companies with no experience in manufacturing lighting equipment decide to go into the business and, when such companies compete, prices can be haggled down to a point where there is no profit for the company that finally lands the job. In consequence, business failures in the industry and withdrawal from side-line manufacturing of lighting equipment have been frequent.

In the depression of the early 1930s, salaries at Wakefield were maintained at former levels. As the depression grew worse, salaries and other fixed charges were not changed to fit the times and, in consequence, in 1934 it became necessary to recapitalize the company.

From that time a new rule has been in effect: Salaries for management personnel vary according to dollar volume of sales. In the factory, salaries for supervisory positions vary according to monthly volume of production. The National Electrical Manufacturers Association salaried job rating plan is used as the base for factory compensation.

In this way, a "fixed" sliding scale raises the pay of office management personnel automatically when sales are good, while it applies a safety brake just as automatically when sales drop below a basic volume. Wakefield puts these changes into effect within 15 days after a rise or fall in sales. They apply to all but stenographers who are on fixed salary, by their preference.

Wakefield applies the "fixed-variable" principle also to its advertising and sales promotion. A small cushion appropriation is maintained in the interest of continuity of schedules but, in general, the volume of promotion rises or falls with sales.

In the office this system works as an incentive for everybody to put shoulder to wheel. Sales people have even been known to drop their selling and scour their territories for supplies when the purchasing department had difficulty in getting materials. Proof that the method works is patent in the fact that the company has been on the profit side ever since the system went into effect in 1935.

About the Authors

William J. E. Crissy serves companies in a number of industries as an industrial psychologist. In World War II he was a line officer in the U. S. Naval Reserve and still works with the Navy on Submarine personnel problems. Was awarded the Silver Star for gallantry in action. Received his Master's degree from Harvard; a Ph.D. from the University of North Carolina. Now on the staff of Queens College and Fordham University, where he directs research projects in industrial psychology in the Graduate School.

E. F. Wonderlic may be best known to personnel people as author and publisher of the Wonderlic Personnel Tests used in the selection and placement of employees. After earning an M.A. in psychology and a B.S. in commerce at Northwestern University, in 1932 he entered the consumer finance business. Recently he was named Administrative Vice President of General Finance Corporation, Chicago, in charge of the company's automobile financing, insurance, and small loan operations through 81 branch offices.

Donald A. Crawford is an associate of Edward N. Hay & Associates, Philadelphia. He has worked in a variety of capacities in the industrial relations field: as a consultant on labor relations policies and job evaluation; public member of government labor boards; mediator; arbitrator. After taking his B.A. and M.A. at Stanford University, Palo Alto, Cal., he did graduate work in economics and industrial relations, and taught there.

(Continued on page 118)

Many executives who want to increase their insight and improve their managerial skills are unable to devote consecutive daytime hours to it. This article describes an evening course of twelve 90-minute sessions, and tells what came out of it. The course involved maximum participation of men engaged in several unrelated lines of business.

Management Development— A New Procedure

BY WILLIAM H. KLIPPERT, Administrative Assistant
Goodyear Tire and Rubber Export Company, Akron
and HUBERT H. CLAY, Personnel Administrator
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MANAGEMENT development seminars and conferences have become increasingly popular in recent years. Probably the most common type of program involves full time participation for from one to thirteen weeks. There is little doubt that hundreds of hours could be spent profitably on such a project. But some companies feel they can't afford to release their men for lengthy conferences. As a result, many promising managers and potential executives do not have the benefit of participating with men from other organizations in a management development program.

To meet this need, some universities are offering evening courses in management development. Men preparing for advancement meet one or two nights a week to explore and discuss good management methods. Thus they broaden their perspective, increase their human understanding and improve their skill in management functions.

This article describes the beginnings of such a course, planned and conducted by the authors and sponsored by the University of Akron in its Community College. The procedure used was different in certain ways from that described by other writers.

This interesting article should stimulate personnel men's thinking about training. Unless you are quite familiar with the use of personality tests, caution should be exercised in this feature of a training program. All question-and-answer tests are subject to substantial error, due to the inevitable desire of the person taking the test to make a good showing. Sometimes this error runs as high as 25%. Furthermore, interpretation of personality test results is not always simple and direct. Unless you have training in tests and measurements, therefore, it is recommended that you secure the help of someone who has.

The Editor

It may therefore help to stimulate ideas in an area of study which holds out rich rewards for individuals and companies alike.

The course was designed to cover a twelve-week period. Meetings were held one night a week for one and a half hours. In promoting the course, announcements were sent to executives of the principal Akron industries. It had not been expected that registrants would be sponsored by their companies. But several firms, apparently sensing a particular need for this type of course, selected and sponsored a number of their men. Some registrants paid their own tuition.

The course evolved from the hypothesis that management's job is essentially the application of problem-solving skills involving (1) ideas, and (2) people. The first of these requires skill in defining problems and reaching action solutions related to available pertinent facts. The second implies ability to work effectively with others and to lead them toward desired goals.

Thus it was felt that training in problem-solving, coupled with increased personal insight, was the foundation upon which to build the program. The course was therefore planned (1) to develop understanding of various management functions and methods (this was called "external understanding"), and (2) to develop increased personal insight (or "internal understanding").

INDIVIDUALS' OWN PROBLEMS USED FOR CASE STUDIES

External understanding was sought by the case study method. Since the group consisted of men from many kinds of business, each participant was asked to present one of his own current problems for analysis and recommended action. These presentations also acquainted the men with each other's activities.

Due to time limitations, cases of great complexity could not be discussed. The pressure of time had its advantages, however. Most of the men learned to present a case concisely and to keep the analysis focused on the heart of the problem. It was surprising how much of value could be contributed in fifteen or twenty minutes after the group got into the swing of it.

Here is a typical case:

"As sales manager for my firm, I must decide whether we should add another salesman in the Chicago district. We manufacture paints and finishes for industrial application. We sell through jobbers or distributors in some locations, but have our own warehouse facilities and sales offices in Pittsburgh, Cleveland and Chicago. Our Chicago district manager now has four salesmen and is recommending another. We know that each salesman must average X dollars per year of sales for the company to break even on his salary, expenses, overhead, etc. We know the approximate annual usage of our type of product in the Chicago area and what share of that usage we are now selling. What facts will I need to make this decision?"

As a result of discussing such cases, a sort of problem-solving technique was developed along the following lines:

1. *Describe the problem.* Exactly what are we talking about? In no more than 20 or 30 words, what is our objective?

2. *Determine the available facts relating to the problem.* Include all factors bearing importantly on the problem. Exclude those which are not pertinent. What is the relative importance of those remaining? What is their relationship to each other?
3. *Weigh and decide.* What are the principal courses of action that can be taken? What would be the effects of each? What are the anticipated gains and losses in terms of the objective in pursuing each possible action?
4. *Take action.* Select that course of action promising most gain and least loss. Set forth the specific steps to be taken.
5. *Review.* From the vantage point of subsequent experience, was the action taken the best one? Is modification necessary?

PICTURE OF MEN THEMSELVES EMERGES

It is interesting to note that the cases presented in the early sessions dealt almost entirely with methods and materials. Questions on interpersonal relations were not raised. However, as described in the next section, a personality picture of each man was emerging during the early sessions. It became evident that certain men could profit from case discussions related to specific *problems with people*. For example, several of the men obviously were lacking in decisiveness and in aggressiveness. Therefore, during the latter part of the course, cases involving the human factor were assigned "from the book." Problems were devised which would highlight each man's relations with his associates and give him practice in handling situations more effectively.

A marked change took place in the manner of handling cases as the course progressed. In the early meetings the group showed a tendency to leap quickly to a conclusion. Later on, presentation of a case became the signal for a question barrage, with conclusions and recommended action being withheld until all the facts were uncovered. Moreover, in cases involving interpersonal relations, there was an early tendency to concentrate on ways of correcting the other fellow's behavior. As personal insight was gained, the men began to think in terms of "What have *I* done or what could *I* do to improve the situation?"

This part of the course was based on the belief that a manager must translate his problem-solving skills into action through other people. He can do this successfully only if he is aware of his own strengths and weaknesses and their impact on his work environment. Self understanding is therefore a major requirement of effective management.

The methods used to develop self understanding were chosen because it was felt that a clear picture of the man as a manager is obtained if it is determined (1) what he thinks of himself, (2) what he *thinks* others think of him, and (3) what others *actually* think of him. These things were determined as follows:

1. Each man was asked to write a confidential description of himself, covering his managerial strengths and weaknesses as he saw them.

2. Each man was administered a personality inventory (the Guilford-Zimmerman Temperament Survey), the results of which were returned to him as a "profile". General interpretations and implications of various scores were discussed before the group.

3. Each man was asked to submit the names of six business associates. Three of these were selected at random by the conference leaders and asked to write an anonymous and confidential description of the man covering his strengths and weaknesses.

Results obtained for each man by that procedure were summarized in individual confidential reports. Recommendations for improved effectiveness were made in each case.

INACCURACY OF SELF-DESCRIPTIONS REVEALING

The self descriptions written by the men varied tremendously throughout the group, as might be expected. Many clues to individual personality were derived from these descriptions. For example, some men were overly modest in describing their strengths but went into great detail describing their weaknesses. In a few cases certain men described themselves as being generally well liked by others but elsewhere in their report admitted characteristics, such as extreme criticalness, which made one doubt the original statement.

Here is a portion of one of the self descriptions (note later the personality inventory results on the same man and also what others said about him):

"I am a person who usually gets along well with other people. I am even-tempered and always try to exercise self-control. Some of my friends say that I am too serious but often they are the ones who are not serious enough. I am not afraid to tackle hard jobs and I thrive on good work done promptly. I can usually anticipate the wants of my superiors and do not get unduly upset in emergencies. It is difficult for me to overlook incompetence in others and sometimes I suppose I expect too much of people. I have been criticized for following details of employees work without going through their immediate supervisor. When I have a plan that I think is best I tend to resent correction. On the other hand, I guess I am prone to criticize management for errors in judgment."

The Guilford-Zimmerman Temperament Survey was chosen not only because it is a well constructed and standardized instrument but because the personality characteristics which it measures lend themselves especially well to group discussions.

Each man can be compared with men in general on such traits as energy, seriousness, aggressiveness and cooperativeness. Obviously, these traits are of special interest for men in management positions. Certain combinations of trait scores are particularly useful in confirming or qualifying the statements made by a man about himself or by others.

The man who described himself above had scores on the personality inventory which were shown on a profile as follows:

	0	1	2	3	4	5	6	7	8	9	10	
Inactivity								×				Energy
Impulsiveness										×		Seriousness
Submissiveness							×					Aggressiveness
Shyness					×							Sociability
Emotional Instability						×						Emotional Stability
Subjectivity							×					Objectivity
Antagonism				×								Agreecableness
Thoughtlessness									×			Reflectiveness
Criticalness					×							Cooperativeness

The scores suggest a rather energetic and extremely serious individual. He may be so serious, in fact, that he tends to be over-cautious and over-restrained. He appears to be reasonably aggressive but also somewhat reserved in his dealings with others. He is probably not too sociable in the sense of wanting to be with others for the sheer enjoyment of it. There is reason to believe that he reacts with antagonism to frustration or thwarting, although such a reaction may be fairly well concealed. He seems to be a bit over-critical of others and this may hamper him considerably in gaining their cooperation.

DESCRIPTIONS BY OTHERS

We were extremely pleased with most of the descriptions which were received. The majority of the writers had obviously been conscientious in describing the man in question. Here and there, however, a description merely said, in essence, "He's a fine fellow." In such cases the other two descriptions of the same man usually provided material which was helpful in building a report to increase self understanding.

It would be interesting to quote the three descriptions which were received for the man we have been portraying. For the sake of brevity, however, the three are condensed into one, as follows:

"He is a very fine young man but a little hard to get close to. He is a deep thinker with generally sound judgment. Sometimes he is a little slow in making a decision because he is very thorough and exacting and goes into all the details of a problem before making a move. 'Good enough' is not good enough for him. A job must be *right*. This is usually to his credit, but sometimes he carries it so far that matters do not get handled with dispatch and people are antagonized. He works too long hours and always seems to be under pressure. This is mostly due to his inability to delegate responsibility. He would get more out of his employees if he took time to praise them when they do a good job. Unfortunately, he expects that others should get the same satisfaction out of work alone that he does. He could improve his relations with others if he relaxed a bit and became more friendly."

At the final meeting of the group the men were asked to fill out an unsigned form telling: (1) What I liked *best* about this course; (2) What I liked *least* about this course; (3) My reaction to my personal report; (4) To improve this course, I suggest . . .

COMMENTS ABOUT THE COURSE FROM PARTICIPANTS

The following comments are typical of what was liked best.

"I liked the informal way the course was conducted."

"I enjoyed the opportunity of comparing my ideas with those of men from other companies."

"I liked the discussions on human relations, especially those on how our personality affects our work through others."

The following comments express what was liked least.

"The course was not long enough to cover sufficient ground."

"A few people couldn't learn to be concise."

"The shortness of each session. Each night I wanted to stay for more discussion rather than leave."

Some reactions to the personal reports were:

"Starts a man thinking."

"Brings out in the open some factors in a person's make-up he may not have suspected."

"I was pleased to find that my associates did not stress the weaknesses which I have imagined I have, and which have been worrying me on my job."

Some suggestions for improving the course were:

"Attendance from any one company should be limited so as to provide greater interchange of ideas."

"More discussions needed about personality."

"More time given to each case study."

"Suggest an advanced course so we can continue our program."

At the conclusion of the course the university issued a certificate to each participant, which was sent to a senior executive of his company. This executive presented the certificates individually. The executive was asked to comment on how well the course had filled the men's needs and also the needs of top management in developing their managerial planning. The comments received were most emphatic in stressing that the course, despite its brevity, filled a genuine need and should be continued.

BOOKS

THE CASE METHOD OF TEACHING HUMAN RELATIONS AND ADMINISTRATION. Edited by Kenneth R. Andrews. Harvard University Press, Cambridge, Mass., 1953. pp. xvi, 271. \$4.50.

This is not a book to be read; it is a book to be studied. Also, it is a volume of specialized appeal to those, professionally or more informally, who have responsibilities for teaching both young and old to improve their attitudes and conduct about the ways and means by which man deals with man, group with group, and managers with managed.

It is, in short, a technical volume of first-rate importance to those charged to educate others—and, by inference, themselves.

Corporate training directors, and teachers in economics and schools of business, will find this book their dish. It is a dish in which the meat is not spared but is generously present.

I find the first and last chapters the most penetrating and helpful; but this is said without prejudice to the meat in the offerings of the rest of the contributions.

I do, however, still have a caveat about the whole *tendence* of the volume, and one as to which I could be wrong in the light of the presumably successful momentum of the case method in use. My question has to do with matters which David N. Ulrich considers in his chapter. He confronts the problem of the student's attack upon the case—a vital aspect of this method. He discusses, all too briefly, "underlying assumptions about principles, knowledge and social values," which is, of course, a crucial angle on the whole method of teaching through cases. In the course of this exposition he says this: "Interpretation

and judgment in turn depend upon the underlying social values held by the person studying the case."

This sentence seems to me importantly relevant to the whole issue of how and in what frame of philosophy, ethics, economics and religion, the student and the teacher discuss the cases and strive toward operative conclusions which may have some deep validity beyond the immediacies of momentary "adjustments to the corporate tensions."

My essential critical point, as to which I fail to find in this volume an adequate answer, is that apparently both teachers and students discuss cases within their several existent and unexamined preconceptions and values. And there is no adequate scrutiny of preconceptions and values so far as this study is concerned.

For myself, business problems or cases have to subsume under some philosophy of business and of life. They are not mere intellectual exercises. They do not find resolutions or solutions purely in a profit criterion or in logistic terms. How is the student being taught to evaluate the problem and its possible answers? That seems to me to be the sixty-four dollar question. And unless I am badly mistaken, I find no concern about the answer in this book.

Business today is not a Sam Lloyd puzzle or a problem in geometry or an exercise in Aristotelian logic. It is a problem, in its basic manifestations, of personal power, of group power, of the human meaning of techniques, of the relation of human and interpersonal tensions to the possibility of leading the good life in the Greek sense of that term, of loving one's neighbor as oneself in corporate relationships.

My conclusion has to be that while we, of course, use case material, discussion, lecture and field work, we have to do it all in the light of some underlying and over-arching sense of the meaning of the human career and the attributes of its significance.

I am all for all that this book stands for. But I am also for far more which it curiously ignores. Essentially, this excellent study is an explication of an educational gadget. The Harvard Graduate School of Business Administration at long last, I am deeply convinced, has to realize that student discussion of specific procedural problems—without benefit of some prophetic moral interpretation being added by the faculty in the great Greek, Hebrew and Christian traditions—remains as "sounding brass and a tinkling cymbal."

There is no rationale or philosophy of business capable of justification apart from a considered philosophy of life. And until all the teachers in schools of business perceive this profound and necessary truth, the methods of instruction, including the provocative case method, will remain thin and inconclusive.

There has to be a confronting and examining of the reasons why business functions, of the meaning of its functioning, and of its human purpose in a democratic society.

In short, as far as this book goes, it has useful things to say. It is, however, a pity that there is no longer an Alfred North Whitehead to help to lead the technicians out of the bleak wilderness of techniques discussed without benefit of some philosophy.

Ordway Tead

PRINCIPLES OF MANAGEMENT. By George R. Terry. Published by Richard D. Irwin, Inc., Homewood, Illinois, 1953. \$8.00.

This is a text book for the student and a refreshing guide for the management practitioner. In attempting to cover the problems and principles of management,

Dr. Terry has wisely recognized the three fundamental elements that make up management, whether it be of an enterprise, a governmental unit, or even of an individual.

He takes the attitude that management is a tool to achieve objectives, and arranges the functions of management in an engineering order, as one might chart the flow of action from objective to achievement. Sections of the book indicate management steps as they might appear on a flow process chart.

One section deals with planning and what it does for effective management. Another discusses the importance of proper organization to carry out the plans. Still another deals with the controls and follow-up which are essential to determine whether the objective has been achieved, or whether more planning is needed to reach the goal.

Under each section, the author presents a comprehensive outline of principles that should be used in making decisions and converting these decisions into action. He provides a "road map" showing how to arrive at answers to problems that might come up. Using these principles as guide posts, it should be possible to most effectively achieve, in an economic manner, the desired end result.

The second half of the book is devoted to more specific application of these management guides to specific problems. It is mainly concerned with considerations involved in effective human relations. Only after having emphasized this area of management does the author move on to the management of other specific areas including materials, machines, methods, finance and marketing.

Questions and case histories follow each chapter and, while particularly academic in nature, certainly provide value for students of management, whether they be in a university or in a company's management development program.

Kenneth J. Eaton

THE ADMINISTRATOR—CASES ON HUMAN RELATIONS IN BUSINESS. By John Desmond Glover and Ralph M. Hower. Published by Richard D. Irwin, Inc., Homewood, Illinois, 1952. 723 pages. \$8.00.

This book is a collection of cases taken from real life. All of them have to do with people in business and how to handle them. Some of the cases were uncovered during researches in the areas of human relations and administration sponsored by the Harvard Graduate School of Business Administration, in which both authors are professors. Some cases came out of consulting work done by members of the Faculty. Others came from students and other sources. The first edition of the book, of which this is a revision, was published in 1949. It may be familiar to many readers, since it was adopted for use

in more than 125 universities and colleges.

All of the cases presented are of the "open end" variety. Some of the case presentations are followed by a number of questions which bring out major problems in the situations, but no easy solutions are suggested. The whole aim is to provide material that stimulates the reader to think for himself and work out his own answers.

We strongly recommend "The Administrator" for the personal enjoyment and profit of any personnel man, and especially to those using or thinking of using group discussion methods in training, from supervisory right on up to the highest executive levels. The cases are made to order for group discussion. The publisher offers a pamphlet giving "teaching suggestions" on how they may be used most effectively.

H. M. T.

Personnel Research

The Group Oral Performance Test. By Milton M. Mandell, Civil Service Commission. *Personnel Administration, Part I:* Vol. 15, No. 6, November 1952, 1-10; *Part II:* Vol. 16, No. 1, January 1953, 11-17.

The two parts of this article give an excellent picture of how the group interview can be used as a performance test. Mr. Mandell starts with the idea that personality, for management purposes, is concerned with how a person acts at various times and in various situations and what the effect of these actions is on those around him. This is a very difficult matter to investigate and the *group oral* makes a real contribution.

Two basic characteristics of the *group oral* performance test are (1) a group of applicants is seen at one time, rather than individually, and (2) the applicants interact with each other rather than with the interviewer. There is a useful discussion of the

strengths and weaknesses of this method, and an evaluation of the *group oral* as compared with other methods of measuring personality.

A large part of the article is devoted to practical suggestions for conducting the *group oral* and discusses such questions as the number of competitors in each group, instructions to the competitors, the type and number of raters, length of the *group oral*, and types of *group oral*.

The sample tasks for a "leaderless" situation and a "designated leader" situation give a very clear idea of how the method works. The information and suggestions given in this article will help a personnel man adapt the method to his own situation.

The author concludes: "The *group oral* performance test involves an appraisal of dynamic behavior in a complex situation. This complexity is both the virtue of the

method and its greatest difficulty. . . . It is highly desirable that this method be supplemented by written tests and by a thorough investigation of the candidate by inquiry of his former associates, including superiors, colleagues, and subordinates."

Effects of the Nature of the Problem on LGD Performance and Effects of Company Rank on LGD Performance of Oil Refinery Supervisors. By Bernard M. Bass and Cecil R. Wurster, Louisiana State University. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 96-99 and 100-104.

These two articles about performance in leaderless group discussions may well be treated together, since they are written by the same authors and deal with two aspects of the same problem.

In group situational tests, a number of examinees are placed in a group and given a problem to work on. Examiners then observe and rate the behavior of each individual as he functions as a member of the group. The assumption is that the behavior of the individual in the group is a valid sample of his behavior, and that it can be used to predict his future behavior in a real group situation. Group situational tests are very adaptable and a large number of variations have been tried.

The purpose of the first study reported was to see the extent to which a person's successful leadership activity in an initially leaderless group discussion changed when there was a systematic change in the nature of the problem and the persons with whom he was grouped. The subjects were 23 students in an introductory psychology class and 131 oil refinery supervisors. The subjects were rated under four conditions: (a) unstructured—the participants originated the problem for discussion; (b) general leader specifications—participants developed a set of factors for choosing the world's greatest leaders; (c) in-plant leader specifications; and (d) case history—par-

ticipants decided whether a returning veteran should tell his wife about an illegitimate child he fathered overseas, or discussed what Mike should do when his superior bawls him out in front of his subordinates.

Various correlations were computed and are given in tables in the articles. The authors state that "the one hypothesis worthy of further investigation . . . was that a supervisor of high rank is most likely to play the role of leader among persons of lower appointed rank when the group problem specifically concerns situations for which he has the high rank."

The second article is a further investigation of this phase of the problem. Other research workers had suggested that candidates for employment or promotion who are assessed in a leaderless group discussion should be unacquainted with each other. The subjects were the same 131 oil refinery supervisors, and the leaderless group discussions were part of a week-long supervisory training program.

The LGD performance ratings were found to be unrelated to appraisals made by their superiors in the oil refinery. This conclusion is open to some question, however, because the job ratings had no common equivalence. They were done by different supervisors of men on different jobs at different levels.

The results of this study indicate the general lack of validity of the LGD among acquaintances, especially where they differ greatly in initial prestige or rank. The study confirms the common-sense observation that a person's rank, prestige or status does influence his tendency to play the role of leader even where there is no appointed leader for the immediate situation.

In concluding their article the authors raise some very interesting theoretical questions about the role of leaders in a company, and whether there is a tendency to discourage communication upward from lower echelon management levels.

Predicting Success in Elementary Accounting. By O. R. Hendrix, University of Wyoming. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 75-77.

This is a study of the validity of the Orientation Test of the American Institute of Accountants in predicting success in an elementary course in accounting. The subjects were 76 men and 19 women at the University of Wyoming. Scores on the following tests were available for each of the 95 students:

American Council Psychological Examination

Ohio State University Psychological Test Accountant Scale of the Strong Vocational Interest Blank for Men

American Institute of Accountants Orientation Test

Correlations were computed between all possible pairings of the four tests and accounting grades.

It was found that if a single test is to be used in predicting grades in elementary accounting, ACE Psychological Examination and the OSU Psychological Test are preferable to the AIA Orientation Test. This revelation is interesting because the Orientation Test is intended to be "a general intelligence test slanted toward business." If two of the four tests are to be used, neither of the two best combinations includes the AIA Orientation Test.

The study is restricted, of course, to the relationship between test scores and grades in the accounting course. It does not necessarily follow that the same relationship exists between the test scores and success in actual employment in the field of accounting.

The Relationship Between the Judged Desirability of a Trait and the Probability That the Trait Will be Endorsed. By Allen L. Edwards, University of Washington. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 90-93.

Many psychologists believe that subjects tend to rate themselves high on socially desirable items in personality inventories. The first part of this study determined the social desirability scale values of 140 personality trait items, and the second part investigated the probability that they will be endorsed.

Eighty-six men and 66 women rated the social desirability of the items. The results were studied for men and women separately and also by three age groups. Results for the different age and sex groups were so similar that little distortion was introduced by pooling the results from all the groups. Scale values were then determined by the method of successive intervals.

A sample of 140 pre-medical and pre-dental students were then asked to respond to these items. A "yes" response indicated that the subject believed that a given item was characteristic of himself and a "no" response that it was not. An analysis of the responses would seem to show that the subjects, either consciously or unconsciously, were trying to create a good impression of themselves.

It is suggested that personality inventories should be designed in such a way that paired items should have similar social desirability scale values. If the subject is then forced to choose between the two items, his choice cannot be upon the basis of the greater social desirability of one of the items.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

SOCIETY FOR ADVANCEMENT OF MANAGEMENT elected new officers at a meeting of the board of directors held April 18th. Bruce Payne is the new president. He is president of Bruce Payne and Associates, Inc., a management consulting firm with offices in Westport, Connecticut. George B. Estes, executive vice-president of the Society, is chief industrial engineer Whitin Machine Works, Whitinsville, Massachusetts. J. B. MacNaughton, industrial engineer, Jeffrey Manufacturing Co., Columbus, Ohio, is the secretary.

INLAND PERSONNEL ASSOCIATION (California) met April 28th to hear Walter M. Heim speak on "Application of Management Development Techniques." Mr. Heim is Training Director for the Aluminum Company of America, Vernon Works. During the war he served as Staff Sergeant with the Plans and Training section of the United States Air Force.

CALIFORNIA TRAINING DIRECTOR'S ASSOCIATION held a conference on "Economic Education for Employees" in San Francisco, April 8. The program included: three workshop sessions; showing of economic education moving pictures; an exhibit of economic education material; informative take-home material; and a speaker. The regular monthly meeting of the Association featured a panel discussion, led by members of the group, on "Training—A Frill, or Fundamental?" Chairman of the panel was William J. Stephens, Personnel Manager, East Bay Municipal Utility District.

William Hart, secretary of the executive development committee for Crown-Zellerbach, pointed out that "training directors too frequently defeat their own

purposes by being over-zealous, . . . by failing to give thorough and adequate study to the problem they are seeking to solve before they attack it in training meetings. . . . Someone has said, training is simply experience so planned and so organized that correct learning takes place quickly and effectively. In reorienting our approach to training, I suggest that all training plans be tested in the light of that definition. Do not include people unless they need the experience that the training will provide. Do not offer planned experience or accelerated experience unless there is a real reason tied to a recognized need. If the above rule is followed, the frill charges will vanish. . . . There is never a question, to train or not to train. The only question is, do you organize your training or do you let it go by default?"

William F. Read, Training Superintendent of the San Francisco Naval Shipyard, said we must justify the cost of training staffs, the cost of trainees' salaries, the cost of interruption to production. "Unless we can impress management with results reflected in these three dollar areas, we must conclude that 'frill' charges have caught up with us. . . . When do line operators consult personnel and training departments on the operating function? If we could answer this question we might have some understanding of the apathy toward training that really exists."

J. Herman Mattson, training coordinator of the Ford Motor Company Richmond Assembly Plant, said that there are seven areas for consideration in any training program: company policy; faculty; course content, with emphasis on penetration; facilities; time; learners; results. There are four basic subjects in the third category, course

content, in accomplishing penetration (1) Trainers must instruct in *how* to instruct; (2) content should be directed toward psychology of behavior, with emphasis on leadership training; (3) there must be an imparting of improved skill, a better way to do the job through analysis; (4) there must be acquaintanceship with management, the basic factors of American management. Vocational personality is the term Ford applies to *penetration* objectives. "We ask the supervisor about the worker in these terms: Job knowledge—what are they getting from you? Job skill—how much skill are they developing? What are the attitudes you find? Job standards—does your worker know them?"

PHILADELPHIA TRAINING DIRECTORS' SOCIETY heard an address by Dr. J. R. Gibb at a recent meeting. Dr. Gibb is Assistant Director, National Training Laboratory in Group Development. Before listening to the speaker the audience divided into buzz-groups for a four minute discussion of a practical training situation involving a change in worker perceptions. Then the audience was divided into listening teams, each hearing the lecture with one of the following questions in mind: what questions would you like to ask the speaker? What limitations and criticisms do you see in the training program advocated by the speaker? What further illustrations would you give of the points made by the speaker? List concrete applications of the speaker's principles to your specific training situations. What principles would you add to those listed by the speaker? What criticism pro and con would you make in your analysis of the over-all evening program as a training device?

In his address Dr. Gibb stated that perceptions are the training focal point for the production of change in attitudes, emotions, skills and knowledge. Several kinds of perceptions are particularly important for human relations training: how the per-

son sees himself, his self-concept; how the person sees others in relation to himself; how the person sees the attitudes of co-workers, subordinates and superiors.

Several basic principles about perceptual behavior provide many practical applications for training. Perceptions are determined by both basic inner needs and by the situations in which people interact. Perceptions (how the person sees the event or the attitude) are probably more important *for training* than the "reality" itself. Perceptions are amazingly accurate. Inner attitudes are easily seen by others for what they are. Human relations are best if the perception and the "reality" are alike. Perception is decreasingly clear under threat or emotional stress. Conflict decreases when people see problems and events in the same or a similar way. Decisions are best when based on the widest range of perceptions. There is a basis for agreement and harmony when trainees see how others see events and situations.

These principles imply that certain kinds of methods should be used in producing change that will outlast the training situation. Provide training situations in which people are free to express and explore real perceptions, where they see themselves as free to express real perceptions and are seen by others as free to express real situations. There must be freedom of communication upwards and downwards. There must be a reduction of threat in communication situations. Sub-grouping is one means of achieving such threat reduction. There must be continual evaluation in multiple ways. Role-playing is a means whereby in training situations people may explore spontaneous perceptions or common events and problems. Audience "sets" are convenient training aids which decrease the ambiguity of events and increase perceptual clarity.

SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION puts

out a monthly bulletin, *Personnel Pointers*. Judging from the activities described in the bulletin the membership (125 paid-up) is a lively one with wide participation. At a recent meeting the group split into five equal parts, each discussing one of the following topics: employee references; employee attitudes; industrial safety; and health and welfare plans. Prior to dinner a list of questions was handed to each participant with the request that he try to formulate some answers. The questions and general conclusions were:

1) *Should companies have written policies?* Companies should have written policies covering various phases of the business for the guidance of employees and especially those who have supervisory and interpretative responsibilities.

2) *How and by whom should policies be prepared and approved?* Policies should be formulated and approved by top management after sufficient consultation with line supervision to assure that the policies are sound, understandable and generally workable. They should be written concisely and be general enough to cover as many similar situations as possible, rather than to have a policy for each situation.

3) *Should all policies contain provisions for exceptions?* The group agreed that over a period of time exceptions must be made to most, if not all, policies except those involving moral principles.

4) *If exceptions are to be made, at what level of authority should they be granted?* There was no general agreement on this. Some members believed that only top management should make exceptions, others that authority to make exceptions could be delegated to first or second line supervisors, depending upon the effect of the exception on other groups within the organization. It was recognized that top management could not be burdened with all of the detail necessary to make every necessary exception. It was also recognized, however, that the very purpose of written policies is to

have a measure of uniformity and equity and, if authority to make exceptions is delegated too far down the line, this purpose can be destroyed or greatly distorted.

5) *What basic guides should be used in establishing justification for exceptions?* The following guides were generally agreed upon. That all line supervisors between the supervisor making the exception and the staff member must be brought in on the exception so they are fully aware of the circumstances. That all possible facts and feelings must be considered logically with respect to the effect on the company business, the staff and the future of the policy itself. That it is possible to explain and justify the exception on the basis of the facts to anyone raising a question. That seniority should be a controlling factor only in those instances where every other item is equal except length of service. That every effort be made to make certain that, in being fair to one or two people, you are not being unfair to all other members of the staff. That wherever possible, the policy be reviewed for possible change before making the exception. That whenever possible the exception be written up for later review in determining when policies should be changed to meet changing needs. That once an exception is made, management should be prepared to make the same exception for all other people under identical circumstances.

Sounds like a busy, and rewarding evening! The Seattle chapter also has a Seminar on Economic Education consisting of fifteen business men and ten from the University. A group of members who work in the south end of town get together every Tuesday for lunch. The meetings are not restricted to members, but are open to guests of members who might be interested. Each week one member volunteers to lead the group in a particular subject the following week. There are also regular Wednesday luncheons at a more central location. The Chapter has active, working commit-

tees on publicity, reception, civil defense, research and legislation, and education research.

MONTREAL PERSONNEL ASSOCIATION heard Mr. Virgil K. Rowland speak in April. Mr. Rowland is Personnel Assistant to the Secretary, The Detroit Edison Company. He is also American-Management-Association Fellow in Executive Development. His subject was "Management Development."

APPLETON PERSONNEL ASSOCIATION, Appleton, Wisconsin, devoted a spring meeting to a general discussion and re-evaluation of the objectives of the Association. New officers of the Association are, George E. Schoenke, President; W. Robert Wilson, Vice President; Donald J. Rine, Secretary, and Douglas L. Robertson, Treasurer.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had Robert J. Doolan as the speaker for one meeting. Mr. Doolan is Director of Personnel, Allied Stores Corporation. His subject was, "Current Legislative Development Affecting the Taft-Hartley Act." As Chairman of the Employee Relations Committee of the National Retail Dry Goods Association, and member of the Employee Relations Committee of the American Retail Federation, Mr. Doolan appeared as a Management witness at the Senate hearings on proposed Taft-Hartley Act revisions.

SAN DIEGO PERSONNEL MANAGEMENT ASSOCIATION learned about "Developments in Profit-Sharing Plans" at a recent meeting. Ron Stever, President of Ron Stever and Company, Consultants on Pension, Profit-Sharing and Welfare Plans, was the speaker.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO had a meeting for members par-

ticularly interested in training. Ralph Brabee, of Kimberly-Clark Corporation, Neenah, Wisconsin, spoke on "The What and Why of Training for Sales and Profits." The group reviewed training problems resulting from return to a buyer's market.

WESTERN PERSONNEL MANAGEMENT ASSOCIATION held a two-day conference on "Manpower Management Today, Employee Relations That Work." The program was planned to bring out the best methods and practices to achieve effective employee relations. Speakers reported on specific company experiences and offered suggestions to executives in other organizations who were encountering similar problems. Among topics discussed were wages, union relations, executive development programs, supervisors, what's ahead in a new labor law, and the management job in communications. Speakers included Arthur Rosenbaum, Economist, Sears Roebuck and Company; Joseph D. Cooper, formerly Director Office of Salary Stabilization; Dr. R. B. O'Connor, Medical Director, Liberty Mutual Insurance Co.; and Guy Farmer, Attorney, Washington, D. C.

TRI-COUNTY PERSONNEL ASSOCIATION, NATIONAL OFFICE MANAGERS ASSOCIATION, AND NATIONAL ASSOCIATION OF COST ACCOUNTANTS held their second annual joint meeting in Bloomsburg, Pa. Lawrence Tice, President International Correspondence Schools, Scranton, was the moderator for the meeting. Chester Grabarek, Personnel Director, Hess-Goldsmith Company, spoke on "What the Personnel Department Can Do To Reduce Costs." Paul Brown, CPA, Chief Plant Accountant, American Car and Foundry Company, spoke on "What the Office Manager Can Do To Reduce Costs", and Edward Ranck, Chief Cost Accountant, Darling Valve and Manufacturing Company, spoke on "What the Cost Department Can Do To Reduce Costs."

Conferences, Courses, and Awards

A MANUFACTURING CONFERENCE, sponsored by the *American Management Association*, was held in New York April 8-10. Of particular interest to personnel men was a report by Philip Hull, Vice President, the Parker Pen Company. He stated that by stimulating "proprietor-mindedness" in its employees, the company has reduced service costs and production costs, improved customer acceptance, house-keeping, and safety, and made its employees happier.

Parker started with its supervisors. It sponsored attendance at university supervisory institutes and developed a plant visitation program, permitting supervisors to plan their own trips to other plants and to entertain visiting foremen in their own way. At bi-weekly supervisory meetings various problems concerning the business were discussed. The company sponsored a speech clinic for supervisors and a series of monthly meetings, run by the supervisors, at which top-notch speakers talked on topics of general interest.

To stimulate employees further, the company discontinued the use of time clocks and made each employee his own timekeeper. Thus employees save time and escape a minor emotional irritant. The old suggestion system was replaced by an Idea Exchange Plan, under which the employee shares equally with the company in net savings made possible through suggestions. Instead of a suggestion box, a man, "in reality a traveling suggestion box," was made responsible for stimulating ideas, helping suggesters put them into words, and processing the ideas.

The foreman selection problem was discussed at another session. The problem of picking the right foremen the first time has just about been licked at Standard Oil Company (N. J.) Matthew Radom, Employee Relations Department, declared. A specially selected committee began by rating the plant foremen through alternational ranking, arranged the foremen's names according to ability by alternating choices

between the top and bottom. . . . The foremen on whom there was good consensus were picked as the criterion group for further research. . . . Tests were administered to the criterion population, and each score was compared with the ranking score and performance report score to find which tests were actually discriminatory by the standards of the other two criteria. Three tests survived—a test of supervisory judgment, an interest test, and a survey of individual background and self-descriptions. These three tests now are given to all men who have reached the top of the wage grade and to any others nominated by their foremen. Standard Oil of New Jersey's experience shows, Mr. Radom said, that it is possible to develop objective measuring devices that will help to spot potential supervisors. However, he warned, these devices are only as good as the criteria used. He cautioned against accepting any ready-made tests or rating forms unless it can be demonstrated that there is a good relationship between the devices and actual performance on the job.

POST DEFENSE ADJUSTMENT: WHAT COURSE FOR ACTION? was the topic for the 37th Annual Meeting of the National Industrial Conference Board in New York. As defense expenditures level off, or even decline, can we avoid a slump? When the post-defense adjustment arrives, what course should we follow? The program of the meeting was designed to obtain the thinking of leaders on such questions in an effort to determine a course for action in a modified peace economy. Several of the daytime sessions—notably, "Productivity and Wages in Collective Bargaining;" "What Credit Policy to Fight Recession?" "How Management Controls Increase Profits"; and "How to Reduce Your Production Costs" will emphasize what business and industry can do to maintain equilibrium during the adjustment period and to chart a course for stability through any recession.

"What Government Can Do" and "What Agriculture Can Do" were discussed at the evening dinner and the closing luncheon sessions. Subject matter here dealt with over-all administration policy to combat unbridled deflation.

Development of such a policy and the steps to implement it would be in line with the President's thinking last year when he suggested that, if a recession were sighted, he would mobilize the forces of Federal Government and private industry to combat any economic decline.

A FELLOWSHIP AWARD OF \$700 each year for the next five years has been set by the *United States Rubber Company* for the *Management Training Program* at *Radcliffe College*, Cambridge, according to a recent announcement by T. North Whitehead, director of the program.

United States Rubber has previously cooperated with the Management Training Program, a one-year graduate course in personnel and business administration. The company has for over a decade placed Management Training Program students in unskilled and supervisory positions for field work assignments, which are a part of the regular academic schedule. Graduates of the program have also filled permanent positions with the company. In addition, U. S. Rubber has granted one-year fellowships of \$700 for the past two years.

The Program, now in its sixteenth year, trains young women from all over the country for junior administrative positions in business, industry, government, social service, and education.

AN INDUSTRIAL RELATIONS RESEARCH AWARD is announced by the *Society for Psychological Study of Social Issues*. A committee of four, representing research interests in labor, management, and the academic world has been selected to judge entries. The judges will determine the winner of a \$500 U. S. Government bond, a gift to the society by Dr. Alfred J. Marrow, President of the Harwood Corporation. The award will be presented at the September meeting of the American Psychological Association in Cleveland, to the person whose research is judged most valuable as a scientific contribution to the understanding of labor-management relations. The first award was given last year to Drs. Leonard Sayles and George Strauss, of the New York State School of Industrial and Labor Relations at Cornell, for their research on "The Local Union: Its Place in Industrial Democracy."

TWO INTENSIVE AUDIO-VISUAL COURSES for businessmen, personnel directors and trainers, were scheduled for July by the *Audio-Visual Center at City College School of Business*, New York. Among topics covered in the courses were types of audio-visual materials and their use in human engineering; audio-visual materials in public relations; introducing and selling a new product; and training of personnel. The courses were under the direction of Dr. Victor W. Eimicke, supervisor of the Audio-Visual Extension Service, and required thirty hours each, plus individual consultation.

Looking Over the Employee Magazines

CONNECTICUT GENERAL LIFE INSURANCE COMPANY publishes *Notes and Quotes*, a digest of current news and comments on employee relations. As the title indicates, this four-page sheet is directed toward management, and consists of material se-

lected from other publications. The selection is good and the digesting well done. The April issue includes a report on "Plan-Making with the Individual" based on *Executive Development* by John W. Riegel; and one on "Growth: Case Study of a

Healthy Management," from *Modern Industry*. A quote from Lawrence Stessin in *Mill and Factory*: "Associated Telephone Company has a novel way of playing up employees in house organ. A woman employee is interviewed for 'My Favorite Recipe' column. Her picture, the actual recipe, and a little background complete the feature."

SPRUANCE FILM PLANT, E. I. DU PONT DE NEMOURS AND CO. INC., *Richmond, Virginia*, publishes a news sheet, *Spruance Cellophane News*, every two weeks. A "Question and Answers" feature makes good communication. Typical questions: What is the status of the government's cellophane anti-trust suit against Du Pont? Who is permitted to buy Du Pont stock? When will the Du Pont park be open to the public? Is it true that the government cancelled a \$29 million tax debt owed by Du Pont? Another feature is titled, "What Quality Means to Me." It pictures an employee, describes his job, and points out what quality means in terms of his particular function. An operation of unusual interest is pictured and described in "New Jersey Mission—Objective: Quality." A local operator, and two supervisors visited a customer to improve a difficult job of printing, of wrappers for peanuts. Since the operator plays a vital role in the production of cellophane, an operator was directly associated with the problem from start to finish. Besides news pertaining directly to the plant, there are general features on home-making and summer vacations. Editor is Neil Gabbert.

OLIVER IRON MINING DIVISION, UNITED STATES STEEL CORPORATION, publishes *Ore, Iron and Men*, described before in these pages. The company is fortunate in having several good artists among its employees. The cover of the April issue is decorated with a handsome water color by Jim McKenzie of the engineering depart-

ment. The picture shows the opening of navigation from the aerial bridge in Duluth. A featured article describes the work of another company artist, track walker Andrew Karahalios. Another article, well illustrated with photographs that really tell the whole story, is called "Preparations Made for Record Shipping Season." A picture story of real interest describes an employees' party where men modeled feminine attire to the amusement of the guests. Also pictured is the annual Curling club bonspiel, very informative for readers who have always been curious about this sport! The editor is Bob Burke.

UNITED STATES PIPE AND FOUNDRY COMPANY's *Pipelines* has an interesting double-page spread of pictures titled "Clicks and Clues." The pictures show object safety lessons, various meetings, introduce employees, and tell about promotions or transfers. An amply illustrated article on safety gives many specific instances where safety devices have paid off. The photographs supplement the text nicely. Dot Austin is the editor of *Pipelines*.

FIREMAN'S FUND GROUP publishes the *Fireman's Fund Record*, a pocket-size magazine. A recent issue devotes most of its space to provocative articles on the need for various kinds of insurance. It also carries one general feature on dogs. There is a page of amusing quotations, "Who Said It First?" Nelson Valjean is the editor.

THE FIREMAN'S FUND GROUP also publishes a larger magazine called *The Visiting Fireman* which is directed to employees. "Let's Get Acquainted" describes the work, activities and personnel in various area offices. "In the Family Focus" is a nice feature, illustrated with pencil sketches, on the record, activities and hobbies of an individual employee. The work of a staff adjuster is described in detail, and illustrated with pertinent photo-

graphs in "There'll Always be a Claim." The editor is Wilma Nuotio.

MELLON BANK AND TRUST COMPANY, Pittsburgh, publishes *Mellon Bank News*. The table of contents—which, by the way, is usually not found in employee magazines—gives a good indication of the scope of the

publication. Contents for a Spring issue included, "Night Force," "Spring Styles," "News of Our Retired Friends," "Turtle Creek Open House," "The Trust Tax Division," "The Tubes," "Champion Bowler Frank Pollak," and "The Clearinghouse." There's a well-balanced, comprehensive issue. Eve Carver, editor, is responsible.

What's New in Publications

STABILIZATION OF EMPLOYMENT IS GOOD MANAGEMENT, according to the title of a new booklet published by the *W. E. Upjohn Institute for Community Research*. The booklet is the reprint of a talk before the Personnel Conference, American Management Association, Chicago, February 1953, by Charles C. Gibbons. Mr. Gibbons is Industrial Program Director, the *W. E. Upjohn Institute for Community Research*. The talk is summarized in five statements. 1) A company can do much to stabilize its employment. 2) Steady jobs result from steady sales and production. 3) Steady sales and production result, in turn, from good management in all phases of the business. 4) The personnel manager can make an important contribution to the stabilization of employment. 5) A company can guarantee employment only after it has been successful in stabilizing its sales and production. Copies may be obtained from The *W. E. Upjohn Institute for Community Research*, 709 South Westnedge Avenue, Kalamazoo, Michigan.

FOUR OCCUPATION OUTLOOK HANDBOOKS have recently been issued by the *United States Department of Labor, Bureau of Labor Statistics*, in cooperation with the Veterans Administration. They are all reprints of 1951 publications. The titles are, *Employment Outlook in Printing Occupations*, *Employment Outlook for Air Transportation*, *Employment Outlook in Metalworking Occupations*, and *Employment Outlook for Mechanics*

and *Repairmen*. These are good-looking booklets of about twenty-five pages, well detailed and documented and full of good, practical information. They are illustrated with graphs and photographs of machinery used in the occupation. The text deals with the various jobs within the industry under four headings, outlook summary, nature of work, training and qualifications, outlook, and earnings and unionization. The booklets are available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., at 25¢ each.

PROBABLY WE'RE PREJUDICED, because the publisher is advertising from time to time in this magazine. But, even if he weren't, we'd still like his vest-pocket booklet called "System—Your Daily Log Book." The booklet carries the current month's calendar on the cover, and has a clean dated page, handy for notes or word games, for each day of the month. Page 1 of the June issue lists "Five Pointers on Preventing Grievances", quoted from Dartnell's (another advertiser!) "Short Course in Human Relations." The booklets are intended for the use of supervisors. We suggest that you request samples, without charge or obligation, from Orcutt Industrial Engineering Company, 744 N. 4th St., Milwaukee 3, Wisc. Please mention PJ.

ENLISTING EMPLOYEES IN COST REDUCTION is the title of a recent study published by *Policyholders Service Bureau* of the Metro-

politan Life Insurance Company. The report is based on the practices of 67 companies. The booklet describes 1) face-to-face contacts, such as meetings, personal contact, plant tours and open house; 2) the written word, including letters to employees, bulletins or memos to employees, employee magazines, annual reports to employees, interim reports to employees, employee manuals, other booklets, pay envelope inserts and check vouchers, advertising and press releases; 3) visual aids, such as posters, charts and displays; 4) training programs dealing with executive training, foreman training, orientation programs, employee training and employee committees; and 5) other channels like suggestion systems, attitude surveys, the radio, a quiz, contests and

anti-waste campaigns. The publication is comprehensive and should be useful for personnel people.

Planning the Organization for Better Management is another new study made by the Policyholders Service Bureau. This is a convenient analysis based on the experience of 76 companies. Many practical problems are considered, such as formalizing the organization structure by writing job descriptions for key positions, establishing the alignment of jobs, making an inventory of position requirements, and an inventory and appraisal of management personnel. Both booklets may be obtained from the Policyholders Service Bureau, Group Division, Metropolitan Life Insurance Company, 1 Madison Ave., New York 10.

ABOUT THE AUTHORS (Continued from page 98)

Deac (C. T.) Martin is associated with The F. W. Wakefield Brass Company, Vermilion, Ohio, in a public relations capacity. His business in Cleveland, called "Unique Services", was started in 1934 and is devoted to editorial, trade and public relations work. He has been writing for business publications since leaving Iowa State College in 1916.

William H. Klippert is an engineer with a background of experience in production and sales management in this country and abroad. Administrative Assistant with Goodyear Tire and Rubber Export Company, Akron, Ohio, he handles special assignments of management planning and organization analysis.

Hubert H. Clay has recently joined Congoleum-Nairn Inc., Kearny, N. J., as Personnel Administrator. Previously he was Industrial Psychologist at B. F. Goodrich Company, Akron. Mr. Clay has an M.A. in psychology from Western Reserve University, Cleveland, and was on the staff of Reserve's Personnel Research Institute.

SITUATIONS WANTED (Continued from page 120)

PERSONNEL: Master's Degree in Applied Psychology, 4 years' experience in administration and development of personnel selection techniques. Present salary \$5400. Prefer position in Eastern Pennsylvania or New Jersey. Age 30, Veteran, Married, 1 child. Resume on request. Reply Box 240.

PERSONNEL MANAGER OR LABOR RELATIONS ADMINISTRATOR: Experience at all phases of personnel program and labor-management relations. Would like opportunity with new organization or department. Employed as Personnel Manager in large company. Age 39, married, 2 children. Box 241.

HUMAN RELATIONS: 10 years' successful achievement various agencies. Admin. psych. psychotherapy testing, counseling. M.A., Ph.D. equiv. Age 34, married, 2 children. Interested New York City and adjoining area. Minimum salary \$6000. Resume upon request. Reply Box 242.

PSYCHOLOGIST: Ph.D., desires executive or personnel position in large Company. Reply Box 243.

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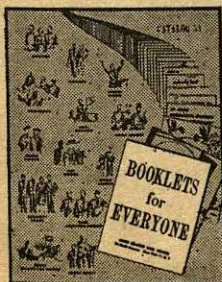


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SITUATIONS WANTED

PEOPLE—PRODUCTION—PROFITS: Three months ago I went on record, My skills and abilities to sell. To date the response has been precisely—One note, two quips and a fare-thee-well! It stands to reason that among so many, There must be someone having the need—To hire a man who, without disguise, Can help trim costs personnel-wise. The record shows a 13-year span, Of down-to-earth work, no "Fancy Dan", A graduate degree in psychology, A married man with children three. The present job pays \$9,000 plus, The salary now sought is up to us. Although this verse is one of those tricks, Can you use this chap, age 36? Reply *Box 227*.

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply *Box 230*.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply *Box 231*.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply *Box 232*.

PERSONNEL: Successful achievement throughout career. Presently with organization of 2000 people. 9 years of varied work experience touches on most phases of Personnel Administration including employee relations, classification, salary administration, testing and counseling, recruiting, placement and training. M.A. Guidance and Personnel Administration. Age 33, married, one child. Will relocate 250 miles radius of New York City. Resume, interview on request. Reply *Box 233*.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.). Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply *Box 234*.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Reply *Box 235*.

ECONOMIST: Seeks research or industrial relations post US or abroad. BA, MA, PhD. Experience teaching, research, government. Publications. Present earnings \$11,976. Head of research unit in Middle East. Desires change in order to marry. Accept salary reduction. *Box 236*.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available August 1st. Reply *Box 237*.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply *Box 238*.

PERSONNEL: 15 years' experience personnel administration and public relations in private industry and government. Presently employed, annual salary \$6000, plus. Prefer position in South or Southwest. Age 38, veteran, married, 4 children. Resume upon request. Reply *Box 239*.

SEE OTHER SITUATION WANTED ADVERTISEMENTS ON PAGE 118

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PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 4

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

SEPTEMBER

- 9 East Lansing, Mich.
Michigan State College. Industrial Relations Workshop. Paul L. Moore,
Head Department Business & Industry, Michigan State College.
East Lansing, Mich.
- 23-24-25 New York, N. Y. Waldorf-Astoria.
National Industrial Conference Board, Inc. General Session. 247 Park
Avenue, New York 17, N. Y.
- 28-30 New York. Hotel Statler
American Management Association. Personnel Conference. Mr. Donald
G. Keen, Public Relations Director, American Management Assn.,
330 W. 42nd St., New York 36, N. Y.
- 30-Oct. 1-2 West Lafayette, Ind. Purdue University
Purdue University. 11th Annual Conference on Training in Business
and Industry. Comptrollers Office, T.E.D. Purdue University, West
Lafayette, Ind.

OCTOBER

- 4-9 Los Angeles, California
Civil Service Assembly. Annual Conference on Public Personnel Admin-
istration. Civil Service Assembly, 1313 E. 60th St., Chicago 37, Ill.
- 8-9-10 Seattle, Wash. New Washington Hotel
American Society of Training Directors. 3rd Western Regional Conference.
Registration Chairman, 3rd Western Regional Conference, A.S.T.D.,
310 Administration Bldg., U. of W., Seattle 5, Wash.
- 18-22 Palm Springs. Desert Inn
Merchants & Manufacturers Assn. Personnel Conference. Mr. Charles
McKeand, 725 S. Spring Street, Los Angeles 14, California.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

MY OLD FRIEND, TOM—that is not his real name—is about to take an important new job in the personnel world. I've known Tom well for about ten years and on occasion, whether to flatter me or because he really values it, he has asked me for advice. So I am now wondering, as he takes up his new duties, what I would say to him today if he were to ask me, "What shall I do and how shall I proceed in the development of the 'ideal' personnel program?"

That might well be called the \$64 question. It must be what every personnel director over the world is repeatedly asking himself. I'm going to try to answer it, not only for my friend Tom but for all the Toms in the land who face the problem of organizing or reorganizing and developing a personnel program. Not that my ideas are any better than anybody else's; but, at least, I faced the same problem nearly twenty years ago and worked out of it. The problem is real to me today, too, not only because of my responsibility to my readers but because I have a genuine concern for Tom and his success.

Tom certainly must begin with the assumption that the whole organization is not standing at attention waiting for him to say what ought to be done and how. On the contrary, the organization has had a personnel program for a great many years. Its previous director has just been retired. The organization lived with him for many years and was accustomed to his way of thinking on personnel matters.

So, to begin with, if I were Tom I would ask myself this question: "What is the personnel responsibility?" Putting it another way, I might ask: "What do I do as Personnel Director?" Let's see if we can answer that.

The function of the personnel program

is to bring about higher organizational efficiency by trying to improve everything that has to do with people.

When you try to think of improvements you can make that affect people, you are bound sooner or later to come to the conclusion that these divide themselves into two groups. One has to do with the specific programs such as employment, pensions, cafeterias, and so on. The other has to do, shall we say, with the spirit. You can have the world's finest programs in your organization but, if you have not brought about a condition under which men's spirits are kept high, you will not get the results you seek.

THIS CONSIDERATION LEADS BACK to my original definition of the purpose of personnel, which was to bring about a state of higher efficiency. A lot of people who are greatly concerned with the welfare of human beings decry the importance of efficiency in human affairs. I would like to dispose of this question—at least in my own mind—by pointing out that man's well-being is largely dependent on material things. Our American civilization has blossomed because of our ability to produce. Production is not accomplished without work. Work is not given freely and efficiently without conditions under which man is willing and wants to work.

If this is sound, then the measure of a good personnel program is its success in bringing about an atmosphere in which men's spirits are high. They like what they are doing, they like their associates, they are encouraged by the attitudes of superiors, and consequently it seems only natural to wish to work and to work efficiently.

If you are with me so far, then let me enlarge on that and let me repeat. The responsibility of the Personnel Director is two-fold. First, he must work towards the

development of a high degree of morale—a good spirit throughout the organization. Second, he must develop sound programs to discharge his responsibilities on the material side for bringing about a state of high efficiency. I don't think the best programs ever devised can enable a personnel director to feel that he has been successful unless he has at the same time been influential in improving the spirit of the organization.

IT IS THE PURPOSE OF THIS DISCUSSION from here on to explain what I mean by a good spirit in an organization. Let's leave the programs alone for the present. They consist of good selection methods, perhaps including test programs, and ample provision for the things which come to all of us in life—sickness, old age and death. Assume, then, that we have provided sound programs to meet every physical need of the organization and of the individual.

Let us now see what is meant by good spirit in an organization. Sometime last year, I referred to those fundamental needs which all of us feel. I quoted from Maslow to remind you that these needs fall into five main groups:

The need for love.

The need for security.

The need for a feeling of self-esteem and for the esteem of others.

The need to be doing something at which we feel we are good.

The physiological needs.

The physiological needs have been placed last because they are first, so to speak. The need for love is self-evident. It is the other three to which we can give our attention in developing a sound personnel program.

For example, good spirit is destroyed and the will to work is interfered with if a supervisor violates these three needs of all men. He can destroy his people's sense of security if he is continually threatening them. He can do this by threatening to discharge; by severely reprimanding, especially

at times when the deed does not warrant it. He can threaten security by making sudden changes in work. He can even create a feeling of insecurity by his own bad performance, which may make his subordinates feel that their jobs are threatened because the department is not operated rightly and may have to be re-organized.

Every man needs a feeling of self-esteem. He has to be able to look the world in the eye and be proud of himself. Think of all the ways in which you have seen a supervisor destroy the feeling of self-esteem which his subordinates should rightfully have. And, similarly, the need for the esteem of others; contempt expressed by word and deed on the part of the supervisor easily destroys the feeling of esteem which subordinates require.

I have touched on a few ways in which supervisors can conduct themselves to either enhance or destroy good spirit in their departments. This points the way for the Personnel Director. He should be campaigning day and night, year after year, among all supervisors and executives, to encourage them to understand the needs of other people. These needs are so universal and so vital that, if they are not properly observed, the organization cannot have good spirit.

MY ADVICE TO TOM, then, is to begin to cultivate the understanding and sympathy of all executives and supervisors throughout the organization—starting at the top. He should try to have them see his own attitude toward people and their needs, and encourage them in every possible way to improve their own attitudes.

Tom's most important job, then, will be to bring about a state of respect for the individual and he will probably have his hardest task in the middle levels. Here are the men who will be managing the company in another ten or twenty years. Just a few years ago, they were individual workers with no responsibility except for their

own work. Then they became supervisors and technicians and now they are what we are pleased to call junior executives.

DON'T YOU OFTEN WONDER what an executive is? He is a man who used to be responsible only for himself and his own actions, and now he is responsible for the actions of other people as well.

You might also ask how people become executives. If you believe in Darwin, you will say "the survival of the fittest". If you are a bit cynical, you will say "the persistence of mediocrity". For, as a matter of fact, a great many executives just drift into it by virtue of being good individual workers and by being around a long time.

Most people, when they become executives, are unaware of the point of view of other people. They do not yet realize that they have become responsible for the well-being of others. They have not yet learned the fundamental needs of all men. Until they do learn them, they will not have the high spirit in their organization. Without that high spirit, they will not have efficiency. And without efficiency they will not be making their contribution to the success of the company—which is the only reason they are there in the first place.

One of the things the brand new junior executive has to learn is how to know what is important. It is not what he wants, but what the situation requires. His efforts should be not to say "Do this" or "Do that", or to express himself as "Well, this is the way I want it done", but rather to say "Let us see what should be done. What does the situation require?"

As most of us know, one sign of good leadership is the ability to develop other men. We do this not by telling them to do this and do that, but by taking counsel with them; by encouraging them to find their own answers and then counselling them in the soundness of the answers rather than giving solutions to them. This is the op-

posite of what Mogensen is fond of calling "The you-tell-'em method".

So Tom's first job is to get acquainted with everyone in the organization and, most important of all, those at and near the top; next, those in the middle, and then all those below. He must convey to them his feeling of the importance of the individual, and his long range attitude and program should be to develop in the organization an active sense of the feeling of the worth of the individual. This, in turn, is best done with a conscious appreciation of the fundamental needs of man, coupled with an attitude of fair play.

I DON'T BELIEVE I HAVE EXPRESSED MYSELF at all well in advising Tom how to undertake his new responsibilities, but I am sure of this: There is no point in worrying about whether your pension plan is perfect, or your job evaluation scheme is the best one, or whether your employment department is functioning efficiently. Those things come later. First you must make up your mind that efficiency is your goal, and that this is to be reached by building an appreciation of the importance of the individual, and of your desire to serve both individuals and groups throughout the organization.

As you get acquainted with each vice president, you will not only be conveying to him your sense of the importance of doing everything to enhance the importance of the individual, but you will also be discussing different ways in which you can serve him and his department to make it more efficient. This must begin, of course, with an appreciation of the needs of his department and of the individuals who comprise it.

Tom's biggest job, to repeat, will be getting acquainted with the organization beginning with the top people. Since the top people are the most influential, it is most important that he become well acquainted with them and that he and they

understand each other thoroughly. I think Tom will be busy with this for a while before he need begin to worry about his testing program, though, to be sure, existing programs must be kept moving.

One thing I do not have to tell Tom. That the personnel job is one of the most exacting in the world. It covers a wider range of requirements than almost any job you can think of, short of the presidency. I'm wishing him the best!

THE IRON RULE IS PROPOSED to supplement the Golden Rule and the Silver Rule. Here are the three rules as stated by Dr. T. V. Smith—educator, philosopher and former politician:

The Golden Rule: Do to others as you would like to have them do to you.

The Silver Rule: Do not do to anyone what you would not like them to do to you.

The Iron Rule: Don't let people do to you what you would not do to them.

The Iron Rule has become necessary in this modern world where many ruthless people, imitating the behavior of the Communists, will do to other people anything they think they can get away with. Consequently, it behooves each of us to look out for himself. Dr. Smith thinks that the Golden Rule can be applied only to people who have the same standards as yourself for their rule of conduct. You certainly can't apply the Golden Rule against the Iron Rule of the Communists today.

THE SCHOOL OF HARD KNOCKS is still the surest way to learn anything, although it is sometimes expensive and painful. It's wonderful, though, to have a boss who will let you do a little learning on your own and not stifle you with constant direction to do this or do that. Edith Adams, a busy TV performer and actress, demonstrates the point in her story of the director George Abbott, for whom she worked when she was young in the theatre.

"I'd been warned that George Abbott was a pretty exacting director so I was pretty scared", she confessed. "But he understood that I was new and he gave me time to find things out for myself.

"Sometimes he would say, 'All right, if you want to do it that way, we'll try it.' In a day or two, I'd see that my way wasn't so good, and his was better. All this gave me the greatest confidence in him. If he were to tell me that I was to jump out the window, I'd just ask, 'Which window?' and I'd do it."

ARE THINGS TOUGH for new employees in your plant or office? A piece in a Cleveland newspaper recently discussed "many poor guys who have to fight through the network of slights, oversights, jealousies, tests, fears and tears" that sometimes go with breaking in on a new job. How would it work if you semi-officially designated an out-going person, below supervisory level, in each department to sort of take a new person in tow for the first day or so? To see that he's not solitary at noon in the cafeteria, and so on. The sooner a new workers feels himself one of the gang, the better for all concerned.

I HAVE OFTEN SAID that too many employers overlook much latent talent already on the payroll. I am referring to the neglect of most employers to make the best use of women in business. I had an interesting reminder of it today. We were writing to 9 book publishers on the subject of advertising in the columns of *Personnel Journal*. No less than 4 of the 9 letters were addressed to women whom we usually deal with on this subject. I advise you to take a careful look at the women already on your payroll. You may be agreeably surprised to find some very good potential not now being used or recognized.

Ned Hay

Here is a "merit rating" plan with some unusual features. It applies modified forced distribution to exempt employees in order to avoid too many similar ratings. The rating form itself is not shown to the employee, but a copy of the Position Guide (job description) is marked and given to him, and is used as the basis of the supervisor subordinate interview.

Appraising Performance of Exempt Personnel

BY DAVID C. SPOONER, JR.

Small Appliance Division, General Electric Company

IN THE organization to which this applies, each exempt position had been written up in the form of a Position Guide, and had been evaluated and assigned to a salary level. The object was to develop a practical and acceptable means of accomplishing the following:

1. Cause the supervisor to use his best judgment and to justify that judgment in recommendations for salary modification (or lack of it) at time of annual review, or when recommending transfer, or promotion to another position.
2. Assure that each supervisor periodically discussed with each exempt subordinate those factors and characteristics in which the employee was strong or weak, to the end that the subordinate might know exactly where he stood.
3. Point the way to improvement in performance on the part of the subordinate, so that he might become more valuable to himself and to his employer.

DESIRED FEATURES OF THE APPRAISAL SYSTEM

Experience with various methods of attempting to accomplish those objectives indicated the desirability of a system which:

1. Required the minimum expenditure of time on the part of supervisors in recording and writing, to the end that they could use most of the available time in exercising judgment.
2. Presented opinions in sufficient brevity to encourage appraisals being read and considered, rather than *filed*, by those up the line of authority.

3. Gave those up the line an opportunity to judge the objectivity of the *appraisers*, by noting the manner in which each carried out his assignment.
4. Made sure that Position Guides properly described each position and indicated any modifications in responsibilities since previous appraisal.

At the outset, in developing the method, it was necessary to decide whether each incumbent should be appraised by a number of associates not in the direct line of authority, or whether the appraisal should be strictly vertical, i.e., by each man's supervisor, then by next in line of authority, etc. The latter method was chosen in the belief that:

1. Such appraisers, having direct responsibility for the work of the incumbent, are best qualified to judge the quality of his performance.
2. Any "white-washing" on one hand, or "undermining" on the other, would be a direct reflection on such appraiser's capabilities, and therefore self-interest would force the use of honest judgment and statements.

A fundamental in the method is the use of the Position Guide as a basis for appraising performance in each position. The prime object of the Position Guide is to make clear to each employee exactly what duties and responsibilities he is expected to fulfill. What better means of appraising his performance than by expressions of opinion as to how well he does these things?

MANAGERS HELPED DEVELOP APPRAISAL METHOD AND FORMS

In developing the appraisal method, the objectives were first discussed with the Department General Manager and his staff. It was decided that the utmost in simplicity should be the aim. The thought was "Let's over-simplify now; it's always easy to complicate later."

This over-simplified arrangement involved adding the following text on existing Position Guides.

STRICTLY PRIVATE

APPRAISAL OF PERFORMANCE

1. Check in BLACK those responsibilities, and (in last paragraph) those characteristics in which employee is OUTSTANDING.
2. Check in RED those in which he is WEAK.
3. Manner in which these responsibilities are performed. (Check One)

Outstanding	
Experienced	
Acceptable	
Unsatisfactory	
In Training—Satisfactory	

4. Capacity for Growth. (Check one)

Outstanding	
Normal	
Little	

5. Should incumbent be in another position: Yes (); No (); If so, what?

6. Does this Guide properly describe this Position? Yes (); No (). If not, attach letter describing changes desired.
7. Date I discussed this Appraisal with my supervisor: _____
8. Date I discussed this Appraisal with incumbent: _____
9. Appraisal by: _____
10. Forward to *your* supervisor by March 20, 1953.

These were presented by the Plant Manager to his Manager of Employee

Relations, Manufacturing Engineer, and Superintendent, with the request that they apply the method to approximately one-half of their exempt employees and, based on such experience, make recommendations for any changes they thought appropriate.

When this had been done, and the appraisals had been passed up the line of authority to the Department Manager, the procedure was again discussed at length with the Plant Manager and his staff. As a result of such discussion, the method outlined in the following forms was evolved, and applied to the remaining exempt employees in the plant.

A comparison of the two methods indicates the considerably greater detail felt necessary by those on the job who actually had to do the work of appraisal. Acceptance of this modified form has been most enthusiastic; perhaps in part because it *does* embody their ideas.

Editor's note:

There follows the text of several forms mentioned by Mr. Spooner. The "Instructions for Appraisal" form is in typewritten format—both sides of an 8½ x 11" sheet. The "Appraisal of Performance Form" also uses both sides of the sheet, with space for "qualifying comments" and "endorsements" on the back of the form. The "Position Guide" is all on one 8½ x 11" page. Wording that appears on the forms in longhand is indicated by italics. To save space, we have omitted a separate page giving dictionary definitions of *integrity*, *courage*, *intelligence*, *originality*, *initiative*, *loyalty*, *cooperation* and *industry*. Obviously, the position, names, location and notations shown are fictitious and are used only for illustration.

INSTRUCTIONS FOR APPRAISAL OF PERFORMANCE OF EXEMPT EMPLOYEES

TO: Richard Roe Date: April 22, 1953
(Name of Supervisor)

Attached are Appraisal of Performance forms for each exempt employee under your supervision. Attached to each form are three copies of the Position Guide covering that employee's assignment.

Appraisal of an exempt employee's performance is in order at the time of an interim recommendation for salary adjustment, or when his assignment is changed. But, the principal application of the appraisal system is in conjunction with general payroll review, and these instructions are directed primarily to such application.

There are several reasons for making an Appraisal of Performance at this time:

- (1) It will aid you in making a fair recommendation as to what salary adjustment, if any, is in order;
- (2) It will aid your supervisor and those up the line of authority in being fair in making proper selection, promotion, and compensation;
- (3) It will form a foundation for a discussion of performance with each employee after the salary review to the end that he may thoroughly understand why his compensation is as it will then be, and that he may have pointed out to him those responsibilities and characteristics in which an improvement would help his progress.

ACTION TO BE TAKEN NOW:

Fill in data called for on each Appraisal Form and on each of the three Position Guides attached thereto. Detach and retain copies #2 and #3 of the annotated Position Guides. Copy #1 is to remain attached to the Appraisal Form, of which it is a part.

Interpretation of Descriptive Words: In appraising you are asked to describe over-all performance as Outstanding, Excellent, Experienced-Normal, In Training-Satisfactory, Acceptable, or Unsatisfactory. In order that these descriptions may have similar connotation in different areas, the following tabulation is offered as a guide to the significance of each word:

Proportion of Total Exempt Employees in Your Organization Normally Expected to Fall Into Each Classification

Outstanding	5%	
Excellent	20%	
Experienced—Normal	}	50%
*In Training—Satisfactory		
Acceptable	20%	
Unsatisfactory	5%	

* Means that employee is inexperienced and in training in the position described *and which he now holds* and needs additional training before being completely qualified for it.

At the time of making your salary recommendation forward the Appraisal Form, with the remaining checked Position Guide attached, to *your* supervisor. He will forward it through line of authority to the Department Manager. Endorsements or qualifications of your opinions will be made as appropriate enroute. Note that the Appraisal Form is a **STRICTLY PRIVATE** document and is not to be shown to the employees whose performance is appraised.

Age, service, salary history, etc., are purposely omitted from Appraisal Form; they appear on employees' payroll folders and on Salary Review Sheets.

After reviewing, the Department Manager will distribute these Appraisal Forms to the appropriate payroll areas for filing in the individual employee's payroll folders where they will be available for future reference. Such reference will be particularly important to determine employee's progress when later appraisals are made.

ACTION TO BE TAKEN LATER:

When the salary review has been completed and adjustments have been authorized you will be notified. This is the time to discuss performance with each of your exempt employees, whether an adjustment is approved or not.

The reason you are asked to check but "a few" items on the Position Guide as being *poor* is to place emphasis on those points on which the employee needs improvement most. To check many points might often be unduly discouraging; also an employee can probably improve himself more rapidly by concentrating his efforts on a few items at a time.

If you as a Supervisor wish to double check some items for emphasis, there is no reason why you should not do so. However, it is not required.

You will note that those Position Guides that you have retained are imprinted in red for your signature and for that of the employee. At the conclusion of the interview you should each sign both copies. One copy is to be retained by the employee, not only as his Position Guide, but as a reminder of those responsibilities and characteristics on which he should work for improvement. The other is to be retained by you, for the same purpose, and as a proof of the fact that you *have* reviewed the employee's performance with him.

In discussing performance with a subordinate, many supervisors first discuss a few specific *good* points, then the specific *poor* points, and wind up with an overall comment on *good* performance to the extent that it is justified. This approach is taken to let the employee know that while the supervisor is endeavoring to aid him by pointing out his weakness, he is also conscious and appreciative of the good work the employee has turned in.

The conduct of these interviews is of course extremely important, and while each supervisor will handle the matter in the way that his own judgment indicates as being most effective, the Manager in each plant, or other appropriate area, will call a meeting prior to such discussions to establish any appropriate uniformity of practice, and to secure an exchange of ideas as to how maximum effectiveness may be secured. The objects of the interviews of course are to let each employee know where he stands, and to point the way to bettering his performance.

STRICTLY PRIVATE

Date: April 22, 1953

APPRAISAL OF PERFORMANCE FORM

Name of Employee Whose Performance is Appraised John Doe(The *first* of the attached Position Guides is a part of this form and should not be detached)*How Supervisor Should Complete This Form*

- (1) Read this form through completely before checking.
- (2) Detach second and third copies of Position Guide.
- (3) Check (✓) on all three copies of Position Guides in *black* those responsibilities and/or characteristics (listed in the last paragraph of the Guide) in which employee's performance has been very *good*.
- (4) Mark with (X) in *red* a *few* of those in which his performance has been *poor*; those which show greatest need for improvement.

- (5) Note that on this form there is a space designated QUALIFYING COMMENTS (IF ANY) BY SUPERVISOR. This is provided to enable you to explain any items you have checked for which you feel such explanation is necessary to correctly portray your opinion.
- (6) Check one block in each of the following items:

- (7) Overall manner in which employee fulfills his responsibilities:

Outstanding	
Excellent	✓
Experienced—Normal	
In Training—Satisfactory	
Acceptable	
Unsatisfactory	

- (8) Does the attached Guide properly describe this Position?

Yes ☒; No ☐

If not, attach letter describing changes desired.

- (9) Capacity for growth:

Outstanding	
Excellent	✓
Good	
Limited	

- (10) Is employee ready for promotion NOW? Yes ☐; No ☒
If "Yes", to what position(s)?

If answer is "No", and the reason is that additional training or experience is needed, indicate estimated time needed to qualify for promotion: *One year*

- (11) Is employee in right type of work? Yes ☒; No ☐

If not, in what type should he be? And Why?

Appraised by Richard Roe
(Signature of Employee's Supervisor)

Date: 4/26/53

(Space is provided on reverse side for any qualifying comments you wish to make, and for endorsements by those who review this Appraisal.)

QUALIFYING COMMENTS (IF ANY) BY SUPERVISOR (Refer to subjects by number).

I have placed X before "courage" to emphasize too lenient attitude with vendors (see X at 14, 20 & 24). He shows no lack of courage in other areas, but must be more forceful with outside tool makers etc if he is to realize his full potentiality. Performance very good otherwise. R.R.

ENDORSEMENTS (Comments on foregoing Appraisal by those on ladder of authority to the Department Manager. If in accord, sign and date. If not in accord, comment, sign and date. Refer to subjects by number).

I agree, Believe lack of maturity is real cause of vendor difficulty. I would say 2 years to promotion. J. S. 4/27/53

I endorse J. S. opinion—Promising young man. J. E. M. 4/29/53

(POSITION GUIDE—JOB DESCRIPTION)

TITLE OF POSITION: Tool Planner
 NAME OF INCUMBENT: John Doe

LOCATION: Springfield Plant
 ACCOUNTABLE TO: Mfg. Engineer

FUNCTION: Plan tool requirements for fabrication, assembly, and processing for the economical manufacture of production units.

SPECIFIC PERSONAL RESPONSIBILITIES

- ✓1. Review and analyze part drawings as required and suggest changes to make possible better processing and tooling.
2. Evaluate tool requirements on the basis of production volume forecasts.
3. Prepare estimates of tooling costs (dies, jigs, fixtures, special machines).
4. Prepare or assist in the preparation of operation data.
5. Assist in the preparation of machine loading data.
6. Obtain quotations (directly) on tool requirements.
7. Order (through Purchasing) capital equipment and non-durable tools.
8. Check and approve tool designs (for tools to be made inside or outside Plant).
9. Assist in the preparation of new floor layouts and flow charts, as required.
- ✓10. Assist, as required, in the balancing of specific floor operations.
11. Issue work orders for installing newly acquired equipment.
12. Maintain a progress chart of tooling activities.
13. Keep a running record of all expenditures made in conjunction with new tooling.
- ×14. Expedite (by mail, telephone, visit) tool deliveries and the checking of tool-made samples.
- ✓15. Investigate and correct initial tool troubles.
16. Review tooling activities to initiate cost reductions.
17. Assist in the investigation, evaluation and follow-up of employee suggestions.
- ✓18. Study tools and equipment to improve operator safety.
19. Review operations for tool obsolescence.
- ×20. Analyze tool vendor performance (workmanship, delivery, price) to get better service and better vendors.
- ✓21. Keep currently informed of new tooling practices, equipment, and processing.
22. Keep the Manufacturing Engineer currently informed of overall tooling activities.

RELATIONSHIP RESPONSIBILITIES

23. Consult, advise, and keep informed other unit supervisors and foremen in the Plant and cooperate with them in handling matters of mutual concern.
- ×24. Consult, visit, communicate with, and cooperate with outside vendors, as may be necessary, with due regard for Plant, Department, and Company prestige.

Appraisal of performance within this position will be based upon the results obtained through the practice of ✓ Integrity, × Courage, Intelligence, ✓Originality, Initiative, ✓Loyalty, ✓Cooperation, and Industry in carrying out the foregoing responsibilities.

Signature of Incumbent:	John Doe	Date: 2-20-53
Signature of His Supervisor:	Richard Doe	Date: 2-20-53
Signature of Next in Line of Supervision:	John Smith	Date: 2-25-53

REVIEWED	<i>Richard Roe</i>	<i>John Doe</i>	<i>4/27/53</i>
	(Signature of Supervisor)	(Signature of Employee)	(Date)

One plant manager using these forms says: "Although we have had only a short time to work with the new rating sheets, all of our supervisors seem to like them very much. The superintendent pointed out that they give him a chance to talk to his supervisors on every point involved in their jobs. The supervisors who were rated like it very much because they feel that for the first time a complete rating has been made and a lot of thought has been given to it."

In many companies today executives' salaries are sadly askew. They bear little relation to the work done, or to profit responsibilities. In recent years they have not been increased in anything like the same proportion as the pay of hourly workers. In a talk before the Young Presidents' Organization in Chicago recently, the author deplored the lack of incentive in many of today's salary ranges. This is a condensation of the talk.

Legacies of the Salary Freeze

BY ARCH PATTON

McKinsey & Company, Management Consultants, New York

WHEN the new administration killed salary controls on February 6, many an executive rubbed his hands in anticipation of an early settlement of his company's compensation problems. But with the passage of time, top management has begun to realize that the long years of the salary freeze bequeathed a number of unfortunate legacies to industry.

In my opinion, the key to compensation problems lies in the eleven years, less a short post-war respite, during which executives were paid in conformity with government edicts. In substance, the freeze was designed to see to it that all employees received equal treatment where salary increases were concerned. While modest differentials in pay increases were permitted within the framework of a given job, every effort was made by the government to achieve what was frequently termed a "common sacrifice".

SALARY FREEZE CHANGED COMPENSATION PRACTICES

This governmental effort to equalize pay increases received great impetus within many companies because of the need to hold employees in a tight labor market. The pressure to give virtually every employee the *maximum permissible increase* each year was almost overwhelming.

The end result was to create a situation diametrically opposed to established compensation practice in many progressive companies. The freeze provided an irresistible temptation to reward the "many" to the same extent as the "few"—to use merit increases as a device to *retain* employees, rather than to reward the few who make above-average contributions to company profit.

The rewarding of those who can be expected to contribute least to company profits is clearly shown by comparing executive compensation increases with those of the hourly worker. A study ("Thinking Ahead", Harvard Business Review, March 1952) made by the writer of compensation increases in 41 large companies between 1939 and 1950 showed the following percentage changes in average compensation:

Top Management—35% Middle Management—45% Hourly Employees—114%

Top management, carrying the profit responsibility of industry, received approximately one-third the increase, percentage-wise, awarded the hourly employee!

THE LEVELING EFFECT OF THE FREEZE

As you examine compensation relationships in large and small companies, the leveling effect of salary decisions made during "the frozen decade" are clearly evident. A medium-sized metal fabricator, for example, showed the following salary pattern at four levels in its sales department in 1941 and 1952:

	1941 Compensation	1952 Compensation
Sales Manager	\$26,500	\$34,500
Assistant Sales Manager	18,000	27,500
Divisional Sales Manager	11,200	18,500
District Sales Manager	6,500	12,500

This is not an unusual pattern of change. To a chief executive who has shared in setting these salaries, the increases may appear reasonable. But let us look at the impact on the incentive being provided.

MORE MONEY, BUT ACTUALLY LESS INCENTIVE

In 1941 the assistant sales manager was working toward a job (the sales managership) worth 45 per cent more in salary. By 1952, this increment had dipped to 25 per cent. Furthermore, when the inflation in taxes and living costs is taken into consideration, the sales manager's 1952 salary is worth barely \$16,000 in purchasing power—or less than the assistant sales manager received in 1941!

The divisional sales manager faces a similar dilution in incentive. The job toward which he was working (the assistant sales managership) in 1941 was worth 60 per cent more than his then salary. This increment had dropped to 49 per cent by 1952. However, the purchasing power of the job ahead, after changes in taxes and living costs, was about \$11,000—or virtually the same as his *present job was worth 11 years earlier*.

The Salary Stabilization concept was unrealistic in that it did not permit management to adjust the compensation of the executive group to make up for the tremendous loss in incentive involved in skyrocketing tax rates. Tax authorities point out that the executive with a \$25,000 income in 1940 needs \$80,000 today

just to break even in purchasing power. The average compensation of executive responsibilities worth \$25,000 in 1940 actually increased to barely \$35,000 in 1950, according to the study mentioned above. This means that the average \$35,000 position today has a purchasing power that is equivalent to less than 50 per cent of the typical \$25,000 job in 1940.

Another important development of the freeze period was a growing tendency in industry to compensate the individual rather than the job. This resulted from at least two important pressures. The first was the need to attract executives from other companies. Industry expanded at a phenomenal rate during and after the war. Between 1939 and 1951 more than 15 million employees were added to industrial payrolls. By normal yardsticks, this means that somewhere in the neighborhood of 15,000 policy-level executives were added, along with another 135,000 middle-management executives.

PAYING THE INDIVIDUAL RATHER THAN THE JOB

The difficulties in training so large an executive group are such that management often sought to fill newly created positions from outside the company. The impact of this "buying" of executives in a sellers' market on a company's internal salary structure, however, has often been unfortunate. For example, a manufacturing company had to hire a new purchasing executive. He demanded—and received—a \$28,000 salary. Sales and production executives with substantially greater profit responsibilities were being paid \$30,000 and \$25,000 respectively. This imbalance resulted in internal friction that the chief executive must belatedly attempt to alleviate.

The second element that fostered compensating individuals, rather than job responsibilities, was the need to hold key men. Since stabilization regulations permitted salary increases for some executives to be greater than others, as long as the total increase was within stipulated limits, there was a temptation to offer the biggest pay boosts to men who *might* be tempted to leave. This would not necessarily mean the men shouldering the greatest responsibility. If a man appeared to like living where he was, or the job did not put him in a position to be "tempted", he might well receive a lesser increase than a more aggressive or acquisitive man who was deemed willing to gamble on taking a new job.

It has been my observation that imbalances resulting from the freeze-born emphasis on compensating the individual, rather than the job, are a widespread phenomenon. The release of controls thus can be expected to create considerable pressure on management to bring compensation in line with responsibility. It is the rare executive today who does not have a good idea of his value to his company. Salary surveys at all management levels are available to the executive interested in his compensation—and who isn't?

Signs of such a movement are legion. Even before controls ended, many com-

panies started to re-evaluate their executive responsibilities. This action was frequently predicated on little more than an uneasy feeling at the top that salaries had somehow gotten out of balance.

I have seen these fears amply justified. In one company, for instance, the top executive of the most important operating division was being paid \$32,000. Several considerably smaller divisions paid their top men over \$50,000, and the previous chief executive of this same division had been paid \$85,000 when the operation was only half its present size.

Questioned about this unbalanced relationship, the chief executive could only point out that the \$32,000 man was relatively new on the job, and that this salary represented an increase of \$6,000 over his previous compensation. On further investigation, we found that the more highly paid executives in the smaller divisions had been hired from the outside at salaries well above the average in the company.

As the impact of high taxes became increasingly apparent during the freeze, the very highest level of management—normally also the highest paid—began to seek other forms of compensation to replace cash income. Two of the most significant developments in this decade of frozen salaries were the emergence of deferred compensation and stock option plans as motivations for the executive group. The fact that they were permissible under salary stabilization rules—at a time when other means of compensation were restricted—made for a sharp increase in their popularity.

DIVIDING TOP AND MIDDLE MANAGEMENT

The use of both these incentive devices may have driven a modest wedge between top and middle management. It is too early to assay the long-term importance of this divergence of interest, but it might have an unfavorable effect on the unity of these two important groups of executives.

The reason for this divergence lies in the fact that stock options and contingent deferred compensation contracts are most desirable where highly compensated executives are concerned. It has been my experience that the average executive earning under \$30,000, who is given a choice, is likely to prefer greater cash income rather than a stock option. Not only is his tax rate lower, but his *cash* needs are greater. He is more likely to be educating children, buying a home, or making similar capital outlays.

Deferred compensation involves another divisive element—age. The executive scheduled to retire in five years, and who is highly compensated, is apt to be interested in deferring income until after retirement when his tax rate will be lower. Since his retirement is only five years away, he feels reasonably confident what his tax rate will be. But the highly compensated 40-year old executive must wait 25 years before receiving any deferred income, assuming a retirement age of 65. Not only must he gamble that taxes on his retirement income will be substantially lower 25 years hence, but the use of this money is withheld from him for nearly 25 years.

I have seen several examples of this sharp divergence in thinking between the top and middle management group. In one large company, for example, top level executives proposed that a substantial proportion of the cash bonus received under the company's bonus plan should be deferred until after retirement. Subsequent inquiry among a cross section of executives indicated that whereas a few of the older men found such deferred compensation attractive, a substantial majority of all the executives who were included in the plan greatly preferred either a cash bonus or a stock option.

There is other evidence that top management sometimes has been favored over middle management where compensation is concerned. The 41-company compensation study mentioned earlier showed that in general top management received a smaller percentage increase in average compensation between 1939 and 1950 than did middle management (up 35 per cent versus 45 per cent).

However, approximately *one company in three reported greater percentage salary increases were made to top management* than to middle management. This was particularly noticeable among banks, heavy machinery, insurance, chemical, and steel companies. In some instances, this undoubtedly reflects the impact of incentive bonus payments at the top management level. In others it may indicate simply that more attention was given the needs of the top echelon.

In my opinion, any action that puts middle management on a different footing than top management should be very carefully weighed. The next top executive group usually must be recruited from the middle management level, which should be encouraged to think in the same terms as the senior officers.

BOOM IN BONUS PLANS PREDICTED

Two successive salary freezes in less than a decade have convinced a large segment of management that no company should be without a bonus plan. They intend to be prepared with a plan acceptable to the Government in the event another salary freeze comes along.

Although forecasting is a hazardous pastime, I believe it is reasonable to predict that some form of profit-sharing bonus will have been adopted by a sizable majority of all companies within the next few years. The penalties of not having such a plan are too horrible for some managements to face again. Every company that entered the freezes without a bonus plan recalls only too vividly the competitor whose executives were able to pocket salary increases of 50 per cent to 100 per cent or more during the freeze for no other reason than that they were prepared for the inflation that developed.

If the unpleasant memories of the salary freeze should, in fact, result in most companies adopting bonus plans, salary stabilization could not have handed management a more difficult problem. I am convinced that developing a successful executive compensation plan is one of the most difficult arts of management.

CHANCES NOT GOOD FOR SUCCESS OF BONUS PLANS

A study I made some years ago ("Incentive Compensation for Executives", *Harvard Business Review*, September 1951) of approximately 40 companies that had at one time or another had executive bonus plans indicated that the chances of a plan being successful were approximately one in seven. In other words, for every plan that the management itself believed provided a real incentive to the executive group, there were six plans that had either failed so badly as to have been abandoned or were limping along their unproductive way, supported largely by the unwillingness of top management to admit a mistake. Considering that motivation of the executive group is one of the first responsibilities of management, this record may appear surprising.

Probably the most common element in the failure of bonus plans lies in management failures. Bonus plans launched without sufficient study of the incentive needs of the organization involved are prime targets for failure. So are those in which the chief executive, for one reason or another, is unwilling to assume the basic management responsibility of choosing between "the men and the boys" in the passing out of bonus checks. This is most frequently evidenced by the profit-sharing type of bonus, that makes payments to individual executives on the basis of their salary. This is destructive of incentive from two points of view: The executive who is really trying to make an important profit contribution knows that the "let George do it" executive is receiving just as much bonus as he is for less effort. Then, too, this type of bonus soon comes to be considered part of salary, which sharply dilutes its value as an incentive.

During the 11 years of almost continuous salary control, management could shift the blame for unrealistic salary relationships from their own shoulders to the Government. Management could say with some justification, "We know your salary should be higher, Bill, but the Salary Stabilization Board has tied our hands".

Top management now is faced with rectifying maladjustments, which will not be easy. Thinking habits that have been steeped increasingly in the "leveling" philosophy of salary control make it difficult for management to approach the problem objectively. Then, too, separating the personality of the individual from the responsibility he carries—an essential ingredient in judging salary relationships—is often a stumbling block.

SUMMING UP TODAY'S EXECUTIVE SALARY SITUATION

Prior to the imposition of salary controls in 1942, executive compensation was a rather well-kept secret between the executive and his superior. To be sure, a certain amount of Securities and Exchange Commission data on executive salaries was available. But relatively little use had been made of it, perhaps because this salary information was limited to a comparatively few at the very top.

Pioneered by the American Management Association, executive compensation

surveys have reached an advanced stage of development. It is the rare executive today who does not have a reasonable idea of his value in terms of the compensation of like executives in competing companies. This in itself makes management's problem resulting from the elimination of salary controls the more critical. An executive who *knows* he is underpaid cannot be expected to be overly productive, and he can be expected to listen attentively to overtures made by other companies.

Prior to 1942, seasoned executives were not too hard to find. The country had only recently emerged from the depressed 30's and executives tested in the fire of tough competition were fairly plentiful. That condition no longer exists. Good executives are scarce, and the good ones are easy to lose if they feel unreasonably treated.

The almost universal interest in executive compensation does not stem entirely from the natural self-interest in one's own salary. Many chief executives sense the ravages of the "frozen decade" on the incentives being offered their executives. More and more, they appreciate that compensation covers a lot more ground than it did only a few years ago. Stock options, deferred compensation, profit-sharing trusts, incentive bonus plans, pensions, expense accounts, working conditions, and so on, all play their part—with salary—in the compensation picture today.

"This Is How We Did It", or "This Is Why It Didn't Work"—those might be the titles of articles that would describe experiences you have had, for the benefit of Personnel Journal readers. Have you done something that might interest others in personnel? We're always looking for articles telling what's going on—what's being learned—in our field. Let me hear from you if you have an idea. Perhaps we can help you put it in shape if you haven't time for much literary effort.

Ned Hay

Much time is taken in the usual training session in presenting a problem and securing complete understanding of its elements. This article reports an experiment that saved time, and which was more successful than the earlier "standard" procedure in obtaining group agreements. Other advantages: better attendance, livelier participation, and sessions that got off to faster starts.

Trainees Grouped Themselves and Selected Their Problems

BY EUGENE EMERSON JENNINGS
Assistant Professor of Industry

Wharton School of Finance and Commerce
University of Pennsylvania

TRAINING implies the objective of changing human behavior. Supervisory training attempts to influence behavior in a manner that improves job performance. Although many training methods exist, probably the most popular involves bringing together a number of trainees and soliciting their ideas and experiences by aid of conference leadership. After determining the problem to be analyzed and anticipating possible solutions, the leader draws these or similar ones from trainees by careful questioning and controlled discussion. The leader attempts during the training session to develop participation that will promote understanding and yield group agreement. The real objective, therefore, is group agreement.

COMMUNICATION AND ORGANIZATION PROBLEMS

Valuable as group agreement is in influencing behavior, it is equally difficult for a conference leader to obtain. Certain problems must be worked out by members of any group before they will move steadily toward agreement. One problem is *communication*. Interaction among trainees brought together for the purpose of agreeing on a solution usually follows certain definite phases. Initially, of course, the conference leader attempts to orient the trainees to the problem to be analyzed. Considerable time and discussion is necessary to obtain common understanding of the full implication of the problem at hand. Without common understanding, agreement is difficult.

Knowing what the problem involves elicits attitude responses about how the problem affects the trainees. Thus, in the second phase the conference leader encourages expression of attitudes so that trainees may fully evaluate the problem.

In the last phase the conference leader attempts to get suggestions on how to solve the problem. The participants may see a number of possible alternatives. Agreement must be reached on one or possibly two specific courses of action.

The phases of orientation (what is the problem), evaluation (how do they feel about it), and solution (what to do about it) are components of communication. To communicate is a group function and the manner and extent of communication often determines the degree of ease by which members move toward agreement. Sometimes agreement is not obtained because several members are not able to express adequately their opinions, doubts or misunderstandings of the meaning of the problem. Or the group may possess such a wide range of values and interests that some members cannot express themselves and others may not desire to. Group agreement is also impeded when a member attempts to impose his ideas onto the group.

COMMUNICATION BETTER WHEN GROUP MEMBERS LIKE EACH OTHER

Although the way members communicate depends partly on how the conference leader guides discussion through the various phases, communication is also affected by the *organization* or cohesiveness of the group. Most people seem to get more satisfaction from interacting with people whom they like. Personal liking for other members promotes group solidarity.

Group cohesiveness is aided when members find ample opportunity to satisfy their individual desires and motives. If members are not allowed to find satisfying roles the chance of obtaining cohesiveness is considerably less. Also, group solidarity is affected by differences in age, education, experience and attitudes. Young trainees among old, more educated among less, old hands among new, often adversely affect the group's ability to move in concert.

Problems of communication and organization are present in all groups and, whether or not members are explicitly aware of these problems, the necessity of coping with them is present in any group attempting to reach an objective. In most conferences, communication and organization problems are attended to principally *during* the training session and by the conference leader.

Obtaining maximum participation, understanding and agreement within the time limit of a training session is very difficult and sometimes impossible. Conference leaders find that most of the time is spent ironing out these problems and not enough is left for reaching group agreement.

The possibility occurred to the writer that some problems of communication and organization might be partially solved before the actual training session and by the trainees themselves. If this was possible, less training time would be required

to smooth out the problems of communication and organization and more would be left to discuss solutions and develop agreement.

Five groups of sixteen trainees each were put through two training programs. Both programs, devoted to solving human relations problems, were of nine sessions, one a week. The first program, herein called the *standard*, was conducted under the conference leader type of procedure described previously. The second, or *experimental*, program was conducted by the same conference leader with the same people upon completion of the standard program. The following changes were introduced gradually.

CHANGES IN STANDARD PROCEDURE MADE ONE AT A TIME

During the first two sessions of the experimental program the trainees were free to choose which of the five groups they would join—in other words, to group themselves and select their associates in training. Five sheets of paper were put up on the bulletin board, on which each could register which group he preferred. If, after signing up, he wanted to shift to another group he only had to erase his name and rewrite it on the sheet identifying the desired group. After the sheets were taken down at the end of the second training session, a supervisor could still change if he found another trainee willing to switch groups with him.

After two sessions of allowing trainees freedom to group themselves, an additional change was introduced which involved orientation. Since so much of the actual training time might be taken up in defining the problem to be discussed, it was decided to carefully write out the problem and give it several days in advance of the training session to each trainee on the job to read and study. After this change it was apparent to the conference leader that the groups were more cohesive. The problem of orientation was seemingly reduced, since many sessions started at the evaluation phase.

The change introduced in the sixth session involved the problem of evaluation and how it might be partially solved in advance of the sessions. Trainees often have a wide range of values and interests, experiences and ideas. Perhaps the expression of more constructive suggestions could be encouraged if more than one problem was presented in advance to the supervisors. Then they could decide not only which group offered them more opportunity for participation, but also which problem. The trainees were given two widely different problems to be discussed in the next training session. Since there were two problems and five groups, they still had freedom to select associates.

At the end of the seventh experimental session it was decided to give some attention to the third phase of communication. Suggesting and arriving at solutions were accomplished partially in advance by encouraging trainees to submit solutions to the conference leader before the next scheduled training session. Since by this time superiors took notice of the trainees' change in attitude toward training, it

was decided to give weekly publicity in the house organ to the trainee who handed in a solution which was later accepted by his group.

The experimental program was compared with the standard in relation to the reaching of group agreement. In each of the programs five groups had met nine times. In the standard program, 100 per cent agreement was reached in thirteen of the forty-five group-sessions, 50 to 99 per cent agreement in sixteen sessions, and less than 50 per cent agreement in sixteen sessions.

GROUP AGREEMENT SUBSTANTIALLY INCREASED

However, in the experimental program 100 per cent agreement was reached in twenty-seven group-sessions, 50-99 per cent agreement in eleven sessions and less than 50 per cent agreement in only seven sessions. In short, complete group agreement was doubled in the experimental program, while sessions ending in less than 50 per cent agreement were just one half the number obtained under the usual conference leadership procedure.

Besides achieving a higher rate of agreement, the trainees were able to fit themselves into the group and select the problem which offered more participation, status and recognition. This contributed substantially to group solidarity. In several experimental sessions ending in complete disagreement the trainees sought another group for membership. This jockeying did not take place as much when the group achieved high agreement and apparent success. Often training programs do not allow trainees to move from group to group and thus deny opportunity of acquiring satisfying group membership.

The trainees also had opportunity to associate the problem with their immediate work environment. The conference leader determined by a show of hands how many read the problem in advance. At first only 60 per cent raised their hands, but by the fifth session some 92 per cent indicated that they had read the problem and 58 per cent had talked about it to another trainee while on the job. In one particular case the human relations problem was so typical that several trainees attempted solutions at their work place. This experience and enthusiasm brought out in the training session generated one of the most successful sessions. Being out in the shop when first exposed to the problem afforded opportunity to view the problem and possible solution in the light of actual needs and difficulties. This helped to bridge the gap between the training situation and work environment.

Another outstanding advantage of the experimental method was the substantial increase in participation and attendance. Although these differences will be analyzed more systematically in a later report, more spontaneous participating and sincere suggesting were very evident to the conference leader. The absence rate in the standard program was usually 20-25 per cent, which is normal. In the experimental program, however, probably this rate was reduced to 0-4 per cent.

Evidently group loyalty was increased, because trainees unable to come to the

session called in their regrets or sent along an excuse by a friend. Often absentees stopped later in the conference leader's office for a brief resume of the session. This occurred so often that the conference leader found it necessary to mimeograph a summary of each session for those who were unavoidably absent.

One advantage turned into a disadvantage. One group had too much "stick-togetherness", which prevented trainees desiring membership from coming into the group. Usually these groups were more interesting and successful. On the other hand, one group was always difficult to fill because no more than just a few members wanted membership in it. The conference leader asked several trainees who were well liked and excellent participants to move into the group for a session. The group registration filled up in a short time.

About the Authors

David C. Spooner, Jr. served in the first World War as a Captain, Field Artillery, after which he received his B.S. in Electrical Engineering from the University of Pennsylvania. Since then, all his business life has been with General Electric Company. Starting as assistant to the District Publicity Representative in the Philadelphia office, in 1936 he became manager of the company's Household Appliance Division—Appliance & Merchandise Department, located at Bridgeport, Conn. He invented and patented several devices which were important to the growth and profit of his department, and was recognized for his work in designing and testing electrically heated clothing for World War II fliers. Recently for more than a year he has been on special assignment to organize the company's salary administration for exempt employees.

Arch Patton is associated with the management consulting firm of McKinsey & Company, New York City, where he has pioneered in the development of effective yardsticks for measuring executive compensation. Recently he has been specializing in the development of incentive compensation programs for leading companies. He has written and spoken extensively on such devices as stock options, deferred compensation contracts, and incentive bonus plans. Mr. Patton was educated at Colgate and the Harvard Business School. Earlier business connections were with Wilbur-Suchard Chocolate Co. (V.P., Merchandising and Advertising), R. Hoe and Company, Vick Chemical Company, F. W. Woolworth & Company, and the Associated Press.

Dr. Eugene E. Jennings is Assistant Professor of Industry at the Wharton School of Finance & Commerce, University of Pennsylvania, Philadelphia. He holds a Ph.D. in Personnel from the State University of Iowa. Serves as consulting psychologist to the Monsanto Chemical Company, and is associated with the office of the Chief of Ordnance, Washington, D. C.

Harold W. Jacobson was Job Analyst with National Company, Inc., Malden, Massachusetts, engineers and manufacturers, when he wrote the article in this issue. He is now the company's Employment Manager. Mr. Jacobson graduated in 1951 from Clark University, Worcester, Mass., with an A.B. in Economics and Sociology, and did graduate work at Northeastern University, Boston. For two years he was with the Ordnance Department, U. S. Army, as an instructor. Before his present business association he was employed as an Industrial Engineer in the American Steel and Wire Division of U. S. Steel at Worcester, Mass.

Perhaps the writer isn't fooling as much as it might appear in this job description "perpetrated by a job analyst in an idle moment while his *frau* exercised considerable initiative, ingenuity and judgment in the semi-routine performance of a normal 18-hour day". Obviously the job is "frightfully out of line in any wage or salary structure".

Job Title: Housewife

BY HAROLD W. JACOBSON, Job Analyst
National Company, Inc., Malden, Massachusetts

Grade: *HIGH*

Description:

Functions in several capacities and offices performing a wide variety of duties semi-routine in nature but where the exercise of independent judgment is required in the application of practices and policies to situations not previously covered:

Effects the purchase of a wide variety of organic materials for processing, giving special consideration to costs, market conditions, and state of material. Plan, layout, and schedule processing operations, maintaining strict control of flow and inventory to meet schedules. Conduct necessary chemical operations, using various heat treatments as required to transform basic organic materials into completed form for distribution to consumer;

Maintains budgeting, cost control, and cost accounting systems, operating within a limited financial framework. Strike semi-monthly trial balances to determine relationship between accounts-payable and accounts-receivable and, as required, perform necessary magic to bring accounts into balance;

Operates and maintains a variety of manually and electrically powered equipment for heating, cooling, stitching, suctioning, cleansing, etc.;

Performs other miscellaneous duties of a routine nature not specifically mentioned, but where such duties are a normal outgrowth of the job.

SUBSTANTIATING DATA

EDUCATION:

This factor appraises the minimum amount of theoretical education required, however attained.

Broad general knowledge of several specialized fields such as chemistry, mechanical and electrical engineering, marketing, accounting, and fundamentals of human relations.

COMPLEXITY OF DUTIES:

This factor appraises the need for initiative, ingenuity, and independent judgment.

Perform a wide variety of semi-routine duties directed toward the attainment of a general objective: the physiological and psychic welfare of a small social group. Performance requires the use of judgment in devising new methods and modifying or adapting standard practice to meet new conditions.

RESPONSIBILITY:

This factor appraises the responsibility for equipment, material, process, and health, safety, and work of others.

Complete responsibility in terms of costs, methods, and personnel for equipment, material, process, etc. Supervise and direct one inept male in the performance of a limited number of routine duties such as: rub, scrub, sweep, brush, mop, polish, etc.

EFFORT:

This factor appraises the mental and/or visual demand required.

High degree of concentration where the volume and nature of work require unusual coordination of hand and eye.

WORKING CONDITIONS:

This factor appraises the surroundings or physical conditions under which the job must be performed. It includes health and accident hazards.

Somewhat disagreeable working conditions due to exposure to dust, dirt, heat, etc. Exposure to accidents where results will probably be minor in nature: cuts, bruises, burns, etc., which, although painful, are not incapacitating in nature. Health hazards negligible. Fatigue factor high.

BOOKS

INDUSTRIALISM AND THE POPES. BY Mary Lois Eberdt and Gerald J. Schnepp, P. J. Kenedy & Sons, New York, 1953. Pp. xxii, 245. Price \$3.50.

FATHER TOMPKINS OF NOVA SCOTIA. BY George Boyle, P. J. Kenedy & Sons, New York, 1953. Pp. xi, 234. Price \$3.00.

The purpose of the first of these books is to explain the so-called "Industrial Council Plan" as it is being actively espoused by certain Catholic groups in this country and to relate the Christian validity of this idea to the pronouncements of the Popes over the last two generations on social and economic problems.

Insofar as the volume is one of justification indicating religious sanction, the book is a persuasive statement. But for the non-ecclesiastical reader the book would have been more effective if there had been further elaboration of the economic and social significance of the industry council idea and some attempt made to relate the idea as here set forth to analogous activities which have been going forward in the so-called Whitley councils and similar joint agencies in England.

The whole idea of vocational and industry-wide organization has taken a somewhat different turn in this country from its manifestations in Europe; and it is to be regretted that more could not have been done with projecting how these general ideas may become extended in this country, perhaps growing out of industry-wide collective bargaining agencies.

Mr. Boyle's biography of Father Tompkins is a vivid and appealing study. It is by no means uncritical, yet one feels that particularly in the earlier part of the book some salient information about Father Tompkins' activities has been passed over.

Nevertheless, the heroic and persistent quality of sacrificial effort which the book portrays and relates to the consumer and producer cooperative movements makes a fascinating and heartening record. It merits circulation beyond the limited audience it is likely to have, as an inspirational biography in the very best sense.

Ordway Tead

MANAGEMENT COMPENSATION. By O. W. Blackett. Published by University of Michigan Press, Ann Arbor, Michigan. April, 1953. 53 pages. \$1.75 paper; \$2.50 cloth.

The author shows the relationship between the capital employed by corporations and the rate of pay of the highest paid official and of the first three officials. The study covers two periods, 10 years from 1929 to 1938 and 5 years from 1945 to 1949. The corporations studied include some of the largest, such as U. S. Steel, down to middle-sized ones such as Link Belt and Underwood-Elliott, a total of 92 companies.

The principal conclusions are that salary varied in an orderly way between large and small companies and also according to average earnings. What the author calls the "compensation ratio" makes it possible to indicate within reasonable limits the appropriate pay rates for the top executives, if the capital employed and the average profits are known.

One of the most interesting findings is that the salaries of top officers of the smaller companies—those employing from 10 to 20 million dollars capital—have declined very little in post-war periods as compared to pre-war periods. Officers of the large corporations, on the other hand, have suffered a considerable loss in compensation, when such compensation is expressed as a percent-

age of earnings. This, of course, does not take direct account of the loss due to price changes and increased income taxes. Nor does it give credit for compensation increases through stock options and other non-salary provisions.

Anyone concerned with the problem of executive compensation should study the procedure and findings of the author.

E.N.H.

READINGS IN EXPERIMENTAL INDUSTRIAL PSYCHOLOGY. By Milton L. Blum. Published by Prentice-Hall, Inc., New York, 1952. 455 pages. \$6.35.

The point of view of this book is very practical, in line with the considerable industrial experience of the author. Its purpose is to provide reference to specific problems in psychological measurement in industry, and in related industry problems.

Some of the fields covered are test selection, the application blank, design of controls, visibility and legibility, forced choice rating and the application of readability formulas.

The book is essentially a collection of reprints from the pages of the *Journal of Applied Psychology*, *Personnel Psychology* and other psychological and scientific journals, by far the greater number being from the first of these journals.

It describes a wide variety of methods devised by industrial psychologists to find answers to specific problems concerned with man and his work. It is especially valuable in the statistics provided for the various problems dealt with. It will be invaluable to all personnel workers interested in the increasingly important applications of psychology to industry.

E.N.H.

PERSONALITY AND HUMAN RELATIONS IN BUSINESS. By Louis A. Rice, Amedeo G. Sferra and Mary Elizabeth Wright. Gregg Publishing Division, McGraw-Hill Book Company, New York, 1953. 208 pages, 8½ x 11", \$2.50.

We wish, somehow, this book could be placed in the hands of every youngster about to take the big step from high school or business school into business and anxious to make good. "This is not required reading," the boys and girls would be told, "but you'll enjoy it, and it may help as much in your early business career as anything you've been taught up to this time."

Among chapter headings: Human Relations Are Essential In Business, How Your Personality Is Shown, Self-Management Develops Personality, Speech and Conversation in Business, Improve Your Reading Skills, Your Emotions in Human Relations, Emotional Conflict and Adjustment, Good Grooming for Men—for Women, How the Businessman (Business Woman) Should Dress, Manners in Business. The book's typographical treatment is attractive. There are many illustrations. The second half of the book consists mostly of problems and exercises. The authors are associated with Packard Junior College in New York City—Mr. Rice as president and the others as instructors.

The book is too elementary for use in company training or indoctrination courses except, perhaps, where you have a group of girls fresh out of school. But personnel directors have sons and daughters, nephews and nieces; this would be excellent to help get them off on the right foot. Useful, too, to hand to some bright unrelated youngster in whose progress you're interested.

H.M.T.

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In Perspective

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

DEVELOPMENT OF EXECUTIVE TALENT. Edited by M. J. Dooher and Vivienne Marquis. New York: American Management Association.

Reviewed in *Modern Industry*, September 15, 1952

by Don F. Copell in *Advanced Management*, August 1952

by C. G. Browne in *Journal of Applied Psychology*, April 1952

COMPULSORY ARBITRATION OF UTILITY DISPUTES IN NEW JERSEY AND PENNSYLVANIA. By Robert R. France and Richard A. Lester. Princeton: Industrial Relations Section.

Reviewed by John Perry Horlacher in the *Annals of the American Academy of Political and Social Science*, January 1952

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GOALS AND STRATEGY IN COLLECTIVE BARGAINING. By Frederick H. Harbison and John R. Coleman. New York: Harper & Bros.

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Reviewed by Vaughn O. Bornet in the *Annals of the American Academy of Political and Social Science*, September 1952

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INDUSTRIAL SOCIOLOGY. By Delbert C. Miller and William H. Form. New York: Harper & Bros.

Reviewed by F. L. W. Richardson, Jr. in *Management Review*, March 1952

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IS ANYBODY LISTENING? By William H. Whyte and the Editors of *Fortune*.
New York: Simon & Schuster

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and Social Science*, November 1952

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Reviewed by R. P. Benz in *Personnel Administration*, September 1952

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and Social Science*, September 1952

THE DANISH SYSTEM OF LABOR RELATIONS: A STUDY IN INDUSTRIAL
PEACE. By Walter Galenson. Cambridge: Harvard University Press.

Reviewed by Jean A. Flexner in *Monthly Labor Review*, May 1952

by A. Morgner in the *Annals of the American Academy of Political and Social
Science*, May 1952

by Elmo P. Hohman in the *Journal of Political Economy*, June 1952

Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

PERSONNEL CLUB OF GREATER MIAMI was founded in April of this year. At the time of the second meeting there was a membership of twenty-six large concerns. The club is patterned after the Personnel Managers Club of Boston and has the same high aims for the advancement of personnel administration. Officers for the first year are: President, Paul A. Clifford, Personnel Director of Carls Markets, Inc.; Vice President, Charles W. McFarland of Charles McFarland and Associates; Secretary, Isabel S. Jeffrey, Personnel Director of Burdine's; Treasurer, Ray F. Basten, Personnel Director of the First National Bank. Dinner meetings will be held on the third Monday of each month. Speakers will be specialists in personnel work within and outside the club. Paul Clifford, President, was kind enough to inform us.

MANAGEMENT AND PERSONNEL CLUB, College of Business Administration, *University of Denver*, has published the first in a series of project studies. The first is on "Work Simplification Projects." The project chairman was Bernard L. Burstyn. The study indicates areas in which savings may be effected by work simplification. It describes an unloading procedure in which startling savings were made by constructing trailers with false bottoms through which exhaust pipes could carry heat to keep moist ore from freezing. This device replaced a time and money consuming method of heating the ore with an oil burner and then loosening it with picks.

A tentative list of future projects to be reported on include business policies, case problems in supervising employees, frustration, labor productivity, labor relations, motion and time study, public relations,

small business management, tests and measurements and wage determination. Richard J. Perko is President of the Management and Personnel Club.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION serves an area which includes British Columbia, Washington, Oregon, Idaho, and Montana. The Association puts out a monthly publication, *Personnel Panorama*, which has been frequently mentioned in this column. This regional organization seems highly successful and apparently serves to strengthen the individual groups. Reports from the local chapters indicate plenty of activity and ideas.

Spokane members recently reviewed and evaluated a Personnel Management course jointly sponsored with the Gonzaga University. Attendance at the course was nearly triple the expected number. In *Salem* a committee is working on a course in personnel training which will cover job analysis, job evaluation, employee services, employee publications and suggestion systems. The course will be given in two terms and graduate credit can be obtained through the extension services. Salem has decided to alternate the regular monthly meetings by having a luncheon meeting one month and a dinner meeting the next. Also, informal get-togethers are under way one night each month and are proving quite popular. The *Seattle* membership was polled and a large number indicated a desire for group discussion meetings.

Dr. Delbert C. Miller, professor of Sociology at the University of Washington and a member of the Seattle Chapter, PNPMA, demonstrated his multiple role-playing ideas to the *Portland* Chapter. The membership participated enthusiastically.

The *Victoria* Chapter joined with the Vancouver Board of Trade in holding a Management Institute. Distinguished speakers included Dr. T. J. Barnowe and Dr. Lillian M. Gilbreth. The chapter conducted a problem clinic, using a case study in which all members participated as part of one of their programs.

A two-page cartoon in the middle of the book in the April *Personnel Panorama* is sure to be appreciated by most readers. It shows the office of Personnel Manager, complete with such equipment as a ten-foot-pole for not touching things with, a ball for getting on, an ear-to-ground device, a pulse-of-the-organization machine, a wheel for putting shoulder to, and skates for thin ice.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION, INC., of *Los Angeles* announces an important new service by PIRA members for employers. The Placement Committee, headed by Giles Hall, will undertake to have applicants interviewed by newly appointed District placement men, who will fill out special application forms and forward them to a central file. In presenting the new plan for approval Mr. Hall stated, "We have many fine applicants and it is important that PIRA members spread the word to prospective employers in their respective districts." An all-out membership drive is now under way to add to the PIRA roster many eligible individuals and companies in the metropolitan Los Angeles area. Prizes will be awarded to the three members submitting the most accepted applications during the drive. An additional prize was offered to the District with the greatest per cent of increase in membership.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION is putting out its monthly bulletin in a new format. The new bulletin is $5\frac{1}{2} \times 8\frac{1}{2}$ and printed in good, clear off-set. "Development of Management Personnel" was the subject chosen by Charles Foreman of United Parcel Service when he addressed

the group. His talk is reported in some detail in the bulletin. Synthetic development programs, wordy brochures and assorted "techniques" designed to enhance the status of the personnel executive do not succeed in developing management personnel, he said. The training of executives does not necessarily mean that they must be sent to take an imposing array of costly courses.

"How can we help?" Mr. Foreman asked. He answered: "1. Find some way of assisting the line supervisors in appraising their people. 2. Detail a person's performance and the methods he uses. 3. Help the supervisor plan the action to be taken as a result of an objective appraisal. 4. Put the plan into action and follow up with subsequent appraisals. If a man is good, add to assignments *gradually* and appraise him on each one, using his performance on the job when appraising and not his personality."

WOMEN'S PERSONNEL GROUP OF PHILADELPHIA reports an interesting panel discussion on "Absenteeism and Turnover." Prior to the program the moderator polled members on the practices of their companies. Results of the very enlightening questionnaire were then mailed to the members. This is an ambitious and helpful complement to the program that might well be noted by other organizations.

At the meeting the moderator, Miss Mildred Justice, Personnel Director of Stern's, introduced the subject by pointing out measurable factors of labor loss: 1) failure to keep the standard number of employees; 2) failure to keep the employees up to standard; 3) tardiness. Dorothy Masterman, Personnel Director of the Philadelphia Evening Bulletin, discussed the causes and control of absenteeism. Margaret Busom of Fidelity Trust discussed how to measure absenteeism. Natalie Ford of Burroughs tied in the high absentee rate with its follow-up—high labor turnover. Arlene Rooney of R.C.A. discussed reasons for turnover, the importance of careful study

of the causes and the steps in a successful exit interview. Alicia Alden of Sears Roebuck concluded the discussion by saying that turnover is a malignancy which has increased in the last few years. It is a result of current market conditions which cannot

be cured but must be met. Management policies should include competitive wages, job stability and promotion from within. The personnel department has a heavy responsibility in this job, as does the entire supervisory staff.

Conferences, Workshops, Courses

ECONOMIC EDUCATION FOR EMPLOYEES was the subject of a conference presented by the *California Training Directors Association in San Francisco* in April. An address by Dr. George S. Benson, President, Harding College, Searcy, Arkansas, on "The Workings of America's Economic System," followed a series of three workshops. Gerald G. Chappell, Supervisor of Training, Union Oil Company of California, conducted the first on "How Union Oil is Doing It." David D. Hurford, Staff Assistant to the Personnel Manager, Sears, Roebuck and Company, Los Angeles, told "How Sears, Roebuck is Doing It" at the second session. A panel gave "Answers to Your Questions on Economic Education," at the third workshop.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION held its annual spring meeting in *Pittsburgh* in April. Ewan Clague, Commissioner, Bureau of Labor Statistics and President, IRRA, spoke on "Impact of Changing Economic Conditions," at the opening session. Topics discussed in panel sessions included, "Medical Benefit Plans in Collective Bargaining;" "Developments in Personnel Administration;" "Comparative Union Roles in Industry Here and Abroad;" "Implications of the Guaranteed Annual Wage;" "Lessons from Recent Wage Stabilization Experience;" and "Research on Union Member's Attitudes."

PLANNING FOR TOMORROW'S PERSONNEL NEEDS was the general theme of the *14th Ohio Personnel Institute*, sponsored by the Department of Business Organization, Ohio State University. Mr. James Lincoln,

President, Lincoln Electric Company, Cleveland, spoke on "Motivating Employees to Produce More." "Can Industry Guarantee Wages," was the question discussed by Dr. Emerson P. Schmidt, Director, Economic Research Department, Chamber of Commerce of the United States. "Selling Your Personnel Program," was the subject chosen by Mr. R. H. Mulford, Vice President, Industrial Relations, Owens-Illinois Glass Company, Toledo.

TENNESSEE INDUSTRIAL PERSONNEL CONFERENCE was held in Nashville in May. The conference was sponsored by the *University of Tennessee Division of University Extension and Tennessee Industries*. Among the speakers were Thomas A. Ballentine, President, Louisville Taxicab and Transfer Company; Robert N. McMurry, Senior Partner, McMurry, Hamstra and Co., Chicago; C. E. Fritschle, Associate Professor, Industrial Management, the University of Tennessee; and O. C. McCreery, Director of Education and Training, Aluminum Company of America, Pittsburgh.

A SWING TOWARDS "ATTITUDE" AS OPPOSED TO "SKILL" TRAINING was reported at a meeting in Boston of the *American Society of Training Directors*. Foremen, supervisors, executives, are demanding more and more courses in leadership, human relations, communications, economic information—less for manual skills and techniques. Conference speakers picked up this theme. Dr. Harold C. Case, Boston University President, asked for programs aimed at restlessness and "footlessness" in American life.

Industrialist Robert C. Sprague found that factory foremen held the key to worker opinion. "On the average, foremen spend 2,000 hours per year in intimate association with American work force—are given more of a hearing than any other single influence."

AN INSTITUTE¹ FOR TRAINING SPECIALISTS who are relatively new to the field of training in industry was sponsored by the *New York State School of Industrial and*

Labor Relations at Cornell University, June 29, to July 2. Among the speakers were Otis McCreery, Educational Director of Aluminum Company of America; Cecil Garland, Training Director Corning Glass Works; Charles P. Scott, Professor of Industrial Education University of Pittsburgh; Raymond D. Jarvis, Manager, General and Vocational Education, IBM, Endicott; and C. Kenneth Beach, Coordinator-Training Services, Arabian-American Oil Company, New York.

Looking Over the Employee Magazines

THE OREGON STATE HIGHWAY DEPARTMENT has responded to our recent bid for information about the experiences of organizations publishing small house organs. For the past three years the personnel division has prepared *Personnel Observations*, a small news bulletin for the employees.

The Highway Department has a total of 3,000 employees—most of them in the field—and the bulletin has proven very helpful. The enterprise began with one or two pages without illustrations. Gradually, as the value of getting information and policies to employees was recognized, the size was increased. A second color, illustrations and attention-getting devices were introduced.

The bulletin is an example of real cooperative effort. Material is begged, borrowed or stolen from every possible source. There is no editorial board and no full-time editor. R. H. Baldock, Chief Engineer, reads the rough draft thoroughly before publication to be certain that it conforms with the department's policies.

The bulletin is published as time permits—usually every two or three months. Personnel Director Gene Huntley serves as editor; Jim Young of the Highway Travel Information Division takes care of the photography; Marvin Simpson, a draftsman, does a full page caricature on interest-

ing employees; Henry Stoudemeyer, Final Estimates Engineer, does interesting and entertaining cartoon work; Kathleen Peerenboom, secretary in the personnel division, does the layout and typing; George Faville, in the blueprint section, makes such photoplates as are used; and the multilith section prints the bulletin.

Personnel Panorama, the publication of the Pacific Northwest Personnel Management Association, recently pointed to the bulletin as an excellent example of a colorful, attractive and economical house organ run on a close personnel budget. Professor Ben Petty of Purdue University in his *Highway Extension News* also gave *Personnel Observations* credit as an attractive bulletin which stresses the human aspect of employment. The bulletin is certainly an extra-curricular activity but a very worthwhile and successful one. We are indebted to Mr. Huntley, Personnel Director, for his generous response to our inquiry.

THE PENNSYLVANIA RAILROAD puts out a lavishly illustrated employee magazine, *The Pennsy*. The May issue presented, as an experiment, a simplified, pictorial version of the company's annual report. Largely by means of photographs the editors tried to show the kinds of facilities, equipment, and securities the railroad has in its assets, the kind of debt it has to pay off, and what is

left for stockholders. The report also shows how the railroad earns money, where it gets revenue, how it makes expenditures, and what is left for owner and improvements.

Finally, the novel report shows what no previous report of a statistical nature could do, because some assets of the railroad could not be calculated in dollars. These are the interests and skills of the people who are necessary to its success. Many pictures of the owners, directors, management and employees make up this section of the report.

Some obvious difficulties are encountered in such an experiment: the sections on what the railroad owns, and what it owes are illustrated for the most part with pictures of stocks and bonds, checks, and reports, which seem a little meaningless. The illustrations for the other parts of the report seem very helpful, however. Ik Shuman is the Editor of *The Pennsy*. Gustavus E. Payne, manager of publicity for the railroad was good enough to send us a copy of the magazine.

THE SASKATCHEWAN GOVERNMENT INSURANCE OFFICE has sent us several issues of their staff bulletin, *S.G.I. Opener*. Although it is only a single sheet, folded once, the *Opener* is a friendly, useful messenger. Line drawings and snapshots, plus occasional charts liven it. Several enthusiastic references to "curling" make us wish again that we knew about this sport. The first page of one issue carries an article titled "Polish Up Those Phrases". Two columns of phrases common in business letters call attention to "antiquated models" (acknowledge receipt of your letter) and suggest "new spring fashions" (thank you for your letter). Writers are urged to omit many clumsy and unnecessary phrases completely. J. A. Collier, Personnel Director, sent us copies of the bulletin, and we are grateful.

THE CONNECTICUT GENERAL LIFE IN-

SURANCE COMPANY, of Hartford, publishes a four-page, 8½ x 11 digest of current news and comments on employee relations, called *Notes and Quotes*. All the material in this well-organized and readable publication is condensed from other publications. An unusual feature is the offer made by the editors to obtain for the reader complete texts of the digested material. The May issue contains a summary of Dr. Jennings article on conference leading by the "pass method," published in the March *Personnel Journal*. Highlights from an article in *Factory Management and Maintenance* on attitude surveys include four pointers for questionnaires: (1) Use multiple-choice questions; (2) Phrase questions to get honest answers. Be specific as to what you mean. Cut out all words not necessary to the sense of the question. Use single questions. Don't editorialize. Ask questions that are within the employee's direct experience. Avoid leading questions. Provide space for written comments. (3) Ask questions you can act on; (4) Pre-test the questions.

THE CITY GOVERNMENT OF AUSTIN, TEXAS, publishes a neat bulletin of eight unstapled pages, called *Municipal*. The publication is by and for city employees. There are pictures of work in progress as well as of employees. Most of the text is concerned with news from the various city departments, and personal items about employees. It's a good-looking little magazine. The editor is Bess Beeman.

THE FISCHER AND PORTER COMPANY, HATBORO, PA., manufacturers of process control instruments, mail their magazine, *The Newsrator*, to the home of each employee and stockholder, as well as to friends and associates in the community. This wide mailing should pay off in improved public relations for the company, because the magazine is a highly personable representative. Thirty pages, 8½ x 11 in size, the make-up is excellent and the composition

good. A supervisory training course attended by sixty-four supervisors from office and shop, meeting in groups of sixteen, is described in the April issue. Two thirteen-minute sound films were used in the course. In these films the qualities of leadership were brought out in scenes played by plant workers in various plant settings. Helen Malsbury edits *The Newsrator*.

THE CHAMPION PAPER AND FIBRE COMPANY, OF HAMILTON, OHIO, CONTINUES TO

aid editors of house organs with its publication *Stet*, a monthly service distributed free to company editors. The May issue points out ways in which editors can freshen copy about suggestion systems and awards. Dramatize the system itself. Play up the reactions of the recipient. Try the praise angle. Tie the story into a special date such as the end of the year, or five years of the system. Encourage employees who think their suggestion is too simple to be useful. There are practical ideas in this article.

What's New in Publications

WHAT IS A JOB WORTH? asks a new publication put out by *Canadian Ingersoll-Rand Co., Limited*. The 8½ x 11 booklet of fourteen pages gives a graphic explanation of job-evaluation procedure used by the company. Brief paragraphs are coupled with drawings to make the explanations.

"It is widely known," says the introduction to the booklet, "that job evaluation, when successfully introduced, is of great benefit. It guarantees that the rate of pay for each of the various jobs in the plant is based upon the relative importance of the job and that the wage scale is comparable with rates paid for similar work in the industry and community."

New members of the company are each furnished with a copy of the booklet and foremen welcome a chance to give new workers a copy of their job descriptions and explain the wage scale. The exact procedure for rating jobs is clearly explained. A chart shows how various factors are balanced in actual percentages. Such a clear explanation makes for good employee communications. Understanding of how the wages are determined should also make for good employee relations. This is an effective document.

fortunately they are not usually read with the same interest as school reports. Four recent reports have come across the editor's desk illustrating efforts to make annual business reports interesting and readable as well as informative. One is described in the section on employee magazines. The Pennsylvania Railroad presented its annual report this year to its employees in their own magazine, largely through the medium of pictures.

National Steel Corporation, with executive offices in Pittsburgh, has issued its annual report for 1952 in booklet form. The cover illustration is an oil painting "Tapping the Open Hearth Furnace." A description of this operation is given in the back of the book. The first page of the book is a long folded sheet which opens out to picture an outsize dollar bill, divided into a graph which shows what happened to the income dollar of the company in 1952. A brief summary in chart form of the financial operations for the year follows. A note of explanation to the employees from the chairman includes a pep talk on how to strengthen National's competitive position by making as much prime product as possible, cutting waste, caring for equipment and maintaining the competitive attitude. The final section puts the question, how do we get more jobs, higher wages, greater leisure, and better living?

REMEMBER REPORT CARDS AND THEIR IMPORTANCE in your young life? Well, companies issue report cards, too, but un-

Increased productivity is, naturally, the answer. This is a conventional but handsome booklet.

The annual report of the city manager of Austin, Texas is titled "Play Ball," and compares the work of the city government to the performance of a skilled ball team. "Your city government," says the report, "can be compared to a successful baseball club. It is a closely knit organization of more than 2,000 men and women who work together to provide the services that make the citizen glad he 'came to the ball game' in Austin." The theme is carried out with pictures of baseball players on the cover and at the end of the book. Excellent photographs showing various city employees in action, and different kinds of city services, point up the brief, clear text. Makes Austin sound like a good city to live in.

State Farm Insurance Companies sends out "How We Grew in '52". This is a thirty-page, pocket-size booklet, illustrated with pen-and-ink drawings. As is indicated by the title, this is less a financial report than a report of progress. There is a good deal more fine print in this booklet than in the other two mentioned. Perhaps fine print is a necessary characteristic of insurance companies!

Motorola as usual takes the prize for a colorful and imaginative annual report. Presented in the form of a fold-up chart pegged on a space-ship flight, the Motorola characters, Johnny, Mary and Prof. Sharin, tell the story of the year's work. A movable disk gives a month by month report of accomplishments on one side and an interesting collection of statements about unique features of the company on the other. It's a pretty safe bet that few employees receiving the report can resist giving the disk a twirl. Explaining the lively comic-book characters to their children will ensure wide-spread employee readership, if nothing else does.

A SERIES OF MANAGEMENT REPORTS is published by the *Research Division, California Management Association*. Recent titles include, "Management Initiative in Labor Relations," by Eugene J. Lyons, Vice President, Personnel, Merck and Co., Inc.; "Productivity in the Salaried Organization," by Merle C. Hale, Director, Salaried Personnel Activity, General Motors Corporation; "How to Improve Productivity Through Better Selection," by Robert N. McMurry, Partner, Robert N. McMurry and Co.; "The Company Personnel Program Today," by R. F. Ahrens, Vice President, Personnel, United Air Lines; "Trends in Fringe Benefits," by Richard P. Doherty, Director, Employee-Employer Relations Department, National Association of Radio and Television Broadcasters; "Why Take An Opinion Poll?" by A. J. Alstrom, Standard Oil Company of California; "Today's Challenge to the Administrator," by Joseph D. Stockton, Assistant Vice President, American Telephone and Telegraph Company. These reports are available from the Research Division, California Personnel Management Association, Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, California.

A PERSONNEL REPORT SERIES issued by the *Civil Service Assembly* includes two new studies, "Getting Dividends from Personnel Administration," by Wallace S. Sayre, Austin J. Robin, and James P. Mitchell; and "A Selected List of Films for Public Employee Training." In the first booklet, No. 532 in the series, a political scientist, a public administrator, and a businessman write about the goals of personnel administration. Neither public nor private management, they say, can successfully implement a personnel program without the guidance and cooperation of the personnel department. Personnel officials must avoid getting submerged in the purely procedural aspects of their jobs. *Where you*

are going, and *why*, is at least as important as *how*. The second report No. 533 tells how to use visual aids, describes personnel techniques, and public relations. Types of training films listed are clerical, supervision, police, fire and safety. Reports may be had for \$2.00 each from the Civil Service Assembly, 1313 East 60th St., Chicago 37, Illinois.

A RESEARCH REPORT titled "A Company Guide to Effective Stockholder Relations," has been published by the *American Management Association*. The Guide was edited by Elizabeth Marting in collaboration with John F. Childs and Marjorie H. Cruthers. It is a concise manual of objectives and methods for ensuring a flow of accurate, complete company information to the financial community and the investing public. The sixty-page booklet is priced at \$2.00 and obtainable from the American Management Association, 330 West 42nd St., New York City.

FEDERAL WHITE-COLLAR WORKERS, THEIR OCCUPATIONS AND SALARIES is the subject of the new bulletin published by the *United States Department of Labor* in cooperation with the *United States Civil Service Commission*. According to the bulletin, workers in more than 450 different administrative, professional and clerical occupations are employed by the Federal Government. The largest single group when the study was made in 1951 was clerk-typist, with about 111,000 workers. On the other hand, some job classifications—including zoology, ethnology, meat technology and traffic engineering—had fewer than 25 persons each. White-collar workers, who numbered about 900,000, were employed in all parts of the continental United States; only about one-fifth were stationed in Washington D. C. The Department of Defense and the Veterans Administration employed the most workers.

A SET OF PRINCIPLES WHICH SHOULD BE RECOGNIZED AND WOVEN INTO ANY EFFECTIVE GRIEVANCE PROCEDURE is outlined in *Effective Procedures for the Handling of Employee Grievance*, by Louis J. Van Mol. The report has been published by the Civil Service Assembly. Mr. Van Mol is Assistant Director of Personnel, Tennessee Valley Authority. The TVA has a four-step grievance procedure: (1) Discussion with the immediate supervisor; (2) Formal appeal to the division head; (3) Appeal to the Director of Personnel; (4) Appeal to an outside referee. Not only does TVA management make every effort to settle formal grievances at the first step; it also tries to prevent grievances through a union-management cooperative program in which representatives of employees and management sit down to discuss and shape policy. According to the author, "Grievance procedures need to be tailored to fit the situation to which they apply." Although grievance adjustment machinery has been widely used in government and industry, both employees and management have criticized many of the programs . . . and for much the same reasons. They are over-complicated and take too much time; they are loaded in favor of the employee, in favor of the supervisor.

Mr. Van Mol's discussion emphasizes the goals of grievance procedure. He provides the kind of background and insight which enables the reader to devise procedures that will work in his own organization. He concludes that "Grievance adjustment procedures are effective only to the extent to which employees and management have confidence in them and only to the extent that sincere efforts are made to adjust the difference." There are plentiful footnotes, and an excellent list of selected references. The publication is available for \$2.00 from the Civil Service Assembly, 1313 East 60th Street, Chicago 37, Illinois.

SITUATIONS WANTED

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply Box 231.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.). Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply Box 234.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available October 1st. Reply Box 237.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply Box 238.

PSYCHOLOGIST: Ph.D., desires executive or personnel position in large Company. Reply Box 243.

TRAINING DIRECTOR: Nine years experience in planning and organizing line and staff programs. Proven results in conference leadership, foreman training, methods improvement, department job and craft training. Married, 2 children, age 34. Desire to locate in East. Résumé on request. Box 244.

PERSONNEL DIRECTOR: 8 years experience in overall personnel administration in non-profit organization of 2200 people. Experience includes employment, salary and wage, training, placement, personnel research and analysis. Constant research and study of all aspects of management and personnel. Age, 34, married, two children. Prefer Mid-west location. Salary dependent upon future and executive program. Reply, Box 245.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 5

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EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

OCTOBER

- 4-9 Los Angeles, California
Civil Service Assembly. Annual Conference on Public Personnel Administration. Civil Service Assembly, 1313 E. 60th St., Chicago 37, Ill.
- 8-9-10 Seattle, Wash. New Washington Hotel
American Society of Training Directors. 3rd Western Regional Conference. Registration Chairman, 3rd Western Regional Conference, A.S.T.D., 310 Administration Bldg., U. of W., Seattle 7, Wash.
- 18-22 Palm Springs, California. Desert Inn
Merchants & Manufacturers Assn. Personnel Conference. Mr. Charles McKeand, 725 S. Spring Street, Los Angeles 14, Cal.
- 20-21 Berkeley, California. Claremont Hotel
California Personnel Management Association. Pacific Coast Management Conference. Everett Van Every, Farm Credit Bldg., Berkeley 4, Cal.
- 22-23 Austin, Texas. University of Texas
Texas Personnel & Management Association. 15th Annual Conference. Norris A. Hiatt, Executive Secretary, Texas Personnel & Management Assn. University Station, Austin, Texas.
- 22-23 New York, N. Y. Hotel Commodore
Council on Employee Benefit Plans. 7th Annual Conference. A. E. Bosley, Secretary-Treasurer, % The Goodyear Relief Association, Akron 16, Ohio.
- 26-27 Pittsburgh, Pa. William Penn Hotel
National Association of Suggestion Systems. 11th Annual Convention. Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street, New York 14, N. Y.
- 29-30 New York. Hotel Statler
Society For Advancement of Management. Annual Fall Conference. Headquarters, 74 - 5th Avenue, New York 11, N. Y.

See additional conferences listed on page 177

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

"JUST IN PASSING," SAYS SAM BURK with reference to our piece about him on our inside first cover last May, "it wasn't plaster of paris. It was my wife's mud pack; only in this case the mud happened to be white." I had suggested that when you meet Sam you get him to tell this story on himself, so now you're prepared with the authentic key to the yarn.

ARTICLES ABOUT TRAINING ARE ALWAYS OF INTEREST TO *Personnel Journal* readers and in particular the recently completed series by Eugene E. Jennings attracted a great deal of attention. Incidentally, the five consecutive articles are now available in a reprint under one cover and I think many readers are going to want copies, priced at 50¢.

Jack Elliott, general partner of the management consulting firm of George H. Elliott & Company, New York City, says he enjoyed Dr. Jennings' April article on "Attitude Training vs. Technique Training." But, says Jack, "I think perhaps he has the cart before the horse when he says 'proper attitude is basic to understanding human behavior'.

"Attitude," says Jack, "is only sensed, let alone measured, by what another person either says or does. What he says or does, in turn, is based on his understanding of a situation. Therefore, perhaps what Dr. Jennings should have said is that understanding human behavior is basic to proper attitude—attitude being merely the overt manifestation, so to speak, of understanding."

Jack passed along an adage he made up, paraphrasing the old saying "Sow a thought, reap a deed; sow a deed, reap a habit; sow a habit, reap a destiny." He suggests modernizing it like this: "Sow a reaction, reap an attitude; sow an attitude,

reap a personality; sow a personality, reap a destiny."

Don McCance, Training Supervisor for Monsanto Chemical Company, St. Louis, found the same Jennings article not only interesting but immediately useful. Don was in the midst of a 9-month training program for eighty-five first-line supervisors. He'd just come to the point where he wanted to "pin-point attitude as it affects the foreman in relation to his job, the workers, and to other supervisory levels." Right then he received the April PJ with the Jennings piece on attitude vs. technique training, and "based the entire phase of attitude training on that article."

"THE IMPORTANCE OF BEING HUMAN" was the subject of a talk by Walter H. Wheeler at the annual Personnel Conference put on at Yale at the end of March. Mr. Wheeler heads Pitney-Bowes, Inc. of Stamford, Conn.

"Being human" may connote quite different things to different people. Traits covered by the expression might include friendly approachability, sympathetic understanding, humility, fairness, regard for others' feelings and almost every other virtue. That it may also cover a multitude of sins is suggested by another phrase, "it's only human".

To the personnel man there's surely nothing more important than being human in the good sense. The man who by "legitimate" means can get in with employees and win their liking, respect and confidence will accomplish more for his company in a year than the "un-human" individual could in a lifetime.

The personnel man must be human himself for the very reason that there is nothing the average worker needs more than to be considered and treated, by those in

authority over him, as another individual human being.

It isn't always easy to be human, and to treat others as fellow humans. The art consists chiefly in having the golden rule in our hearts and sincerely following it.

EDWARD L. RYERSON, FORMER CHAIRMAN OF INLAND STEEL COMPANY, believes that directors of the company should be retired at the next annual meeting after they reach the age of 72. He himself gave up chairmanship of both the steel company and a subsidiary, and refused reelection as a director of Northern Trust Company, Chicago, at 66. His views were reported in *Business Week*.

This movement, if it can be called a movement, is in the right direction. If a company has a retirement plan covering employees in general, shouldn't it be applicable not only to directors but, without exception, to every company executive all the way up the line to the president himself? In fact, it seems to me more important that executives be retired at a stipulated age than that wage earners should. Hardly anything is more disturbing and more destructive of a staff's morale than uncertainty as to when old John Bottleneck is going to get out and give someone else a chance.

Let us suppose that here is a capable young fellow who has come up fast. Finally it is generally recognized that he is actually doing more work, better work and more important work than men a notch or two ahead of him who are making a good deal more money. You can imagine his frustration as he looks to his future. Old Bottleneck is healthy, may live for years. The company retirement rules are non-mandatory; Bottleneck may be there until he's 80. Can you blame our rising youngster if he starts actively looking around for another berth? If he finds it, the company will have lost a good man into whose training thousands of dollars have been sunk . . . and

will remain saddled with an oldster who no longer has too much on the ball.

Some companies not only require withdrawal of high officers under their retirement plans, but of outside and inside directors as well. Chicago's Harris Trust & Savings Bank gives the heave-ho to "inside" directors at 66; to "outside" directors at 70.

THE UNION LEADER HAS A TOUGH JOB at best. He must not only be able and well-informed and be a good bargainer, but he must also understand people, what they think and how they are likely to act in a given situation. Putting it otherwise, the union leader also has to be a good politician.

In the face of this kind of job requirement, it is not surprising that some union leaders are a little hard to pin down. I was interested in the big strike that G.E. had in Syracuse during the late spring and early summer, affecting about 7,000 employees. Of this strike, the *Syracuse Post-Standard* had this comment after it was over:

"The workers gained absolutely nothing. Their pay schedule is the same as it was before the strike. . . . The long and costly strike represented a crushing defeat for the union leaders and for the rank and file. . . . It was a fearful loss for the community, which lost more than four million dollars in buying power. . . . It was a tragically unnecessary strike called by irresponsible leaders. . . ."

However, the C.I.O.-I.U.E. put a different face on it. The weekly *C.I.O. News*, right after the strike, reported the outcome under a 3-column heading, "I.U.E. blocks G.E. strike-breaking as Syracuse walkout settled." They went on to say, "Some seven thousand members of I.U.E.-C.I.O. Local 320 returned to work at G.E.'s Syracuse plant after a membership meeting unanimously ratified an agreement which provides a 4.5¢ increase in the automatic

progression schedule and other major improvements." Further reading of the article discloses no important claims, although it gives the general impression that the union won a striking victory.

One of the other Syracuse papers had this to say: "The issues in this strike are obscure and even trivial. Of literally hundreds of G.E. people interviewed by this paper over the week, only a handful could even begin to explain the issues. . . . There is a feeling in the community that the local leadership of the union got itself out on a limb as part of a national pattern which failed to materialize, and has never found a satisfactory way of climbing back from it. The only 'vote' which has ever been taken is highly suspect. . . . More recently, the union's own picket lines have had to be implemented by dozens or hundreds of non G.E. employees. . . ."

Unions are useful and in many situations necessary to protect the workers. Consequently, union leadership is of critical importance. It seems to have been lacking in this instance. Serious mistakes by management leadership often result in bankruptcy. Who pays the bill for failures of union leadership?

THE AVERAGE PERSONNEL MANAGER spends 60% of his time in his own department, 35% in the plant or in other offices, and 5% outside the plant.

A while back I suggested that it would be interesting to have some blow-by-blow accounts of how personnel directors put in their time. I anticipated that someone might come up with one of these "a-personnel-man-has-nothing-to-do . . . except" things, followed by a list of activities that would drive any sane man crazy. But Walter Mason of Arthur G. McKee & Company, Cleveland, sends me something better. It's a survey made about a year ago by J. W. Vanden Bosch, secretary of the Cleveland Industrial Relations Association. Walt says

the figures represent an average week for a group of Cleveland personnel and industrial relations people. Here they are:

Personnel Transactions (hires, separations, transfers, etc.)	18%
Union Matters (formal or informal)	12%
Personnel Department Operations (reports, records, correspondence, etc.)	11%
Employee Counseling (personal and job matters)	8%
Employee Activities (recreation, mutual benefit, etc.)	6%
Training	6%
Cafeteria, plant protection, dispensary, etc.	4%
Wage and Salary Administration	4%
Safety	3%
Forward Planning Personnel Program (reading, research, conferring with executives, etc.)	12%
Promoting and activating the Personnel Program (preparing material, meetings, selling supervision, etc.)	11%
Other (outside committee work, etc.)	5%

"I wonder," says Walt, "how these figures compare with those from other sections of the country." So do we.

CALIFORNIA FRIENDS MAY EXPECT ME in October, as has been the case for several years past. I look forward to a week or two in California every year at this time. For me, it is California at its best. I will do a little visiting around before going to Palm Springs October 18-22, where I look forward to the usual stimulating and well managed conference. It is one of the best in the country. At any rate, it is my favorite.

Ned Hay

Wage spread between high and low paid jobs in one plant plunged from 231% to 202% in two years: in another, from 181% to 144% in six years. Shrinking wage spreads have serious consequences both for companies and workers. This thoughtful analysis suggests the advisability of studying your own wage structure—by itself and in reference to that of other companies with whom you may be competing for workers.

Results of Across-the-Board Wage Increases

By A. BARRY FEIDEN, Assistant Labor Relations Director
Collins Radio Company, Cedar Rapids, Iowa

IN recent years an important trend in labor-management negotiations has been the growth of across-the-board wage increases. Over a period of time the effect of this type increase has been to alter greatly the whole wage structure of many plants and to create new problems which have far-reaching effects.

The pressure for across-the-board increases developed with the growth of industrial unions in the early 1930s. Prior to that time, the craft unions, representing the skilled trades, were the major bargaining units. Percentage wage increases benefitted the skilled trades and, in general, were the rule.

The majority of the voting power in an industrial union, on the other hand, is vested in the lowest paid workers. They are the ones who benefit most from across-the-board wage increases. In entering negotiations today, pressure for this type of increase is usually exerted on both the company and the union.

WAGE SPREAD SHRANK CONSIDERABLY IN SEVEN YEARS

Let us consider the changes in wage spread between the highest- and lowest-paid jobs in four plants in a single community during a period of seven years, 1945 through 1951.

At the start of the period, Plant A had a wage spread of 231%. The other three plants showed spreads of slightly more than 180%.

The spread of wages in Plant A dropped precipitously from 231% to 202% by

the beginning of 1947. From that low point it rose gradually to 210% by the end of 1950.

The spread of wages in Plants B, C and D was consistently downward during the whole period under consideration. Plants B and C at the beginning of 1946 showed a spread of 181 and 182%, respectively. At the end of 1951 their spreads were 159 and 160%, with Plant C still topping Plant B by a single percentage point.

In Plant D the wage spread in January 1945 was 181%. But by the end of the year the percentage had dropped to 171, or ten points lower than in Plants B and C at the same time. The spread between highest and lowest wages continued to drop in Plant D until the end of 1950, when it levelled out at 144%. During 1951 the spread in Plant D was thus some 15 percentage points below that of Plants B and C.

It should be pointed out that plant A made an attempt, after 1947, to preserve its wage spread and to increase it to previous levels. Plants B and C gave both percentage and across-the-board increases, while plant D gave only across-the-board increases. Average wage rates for all the plants have been consistent, and the levels of skill for the top and bottom jobs are on a par in all cases.

Where a plant, such as plant A, attempts to retain its existing wage spread independent of the wage structures of other plants in the area, a serious discrepancy in wage rates develops. Wage rates in plant A are substantially lower in the unskilled job classifications than are those in plants B, C, and D, but substantially higher in the skilled categories. Plant A has difficulty in hiring new employees in unskilled classifications, while plants B, C, and D have difficulty retaining their skilled mechanics.

HOW THE PLANTS TRIED TO CORRECT INEQUITIES

In a competitive labor market, inequities of this sort necessitate some sort of readjustment. Plant A has partially solved this problem by hiring new employees one wage bracket above the minimum rate set forth in the union contract. The result has been to reduce its effective wage spread considerably.

Plants B, C, and D have partially solved their problem by increasing the percentage of employees who hold jobs in the upper wage brackets. Recent negotiations in the automobile and electrical industries suggest an additional solution. In these industries special rate adjustments have been made for skilled workers.

In each case, the partial solutions which have been found have created as many new problems as they have solved. When unskilled employees are hired above the minimum wage bracket for that classification, the internal consistency of a job evaluation system is imperilled. This also applies when jobs are inflated by excessive use of the upper wage brackets.

Special wage increases given to one segment of the work force of a plant have the obvious effect of antagonizing those employees who do not receive a higher rate. Since a relatively small per cent of the employees in any one plant may be classified as skilled workers, the majority of the employees will feel resentful.

Some of the problems which have resulted from the reduction in wage spread are discussed below.

1. The incentive to study on one's own time is reduced. It should be remembered that in most plants there are at least nine or ten wage brackets between the top and bottom of the wage structure. Normally a person advances one bracket at a time. In plants B, C, and D, a promotion would mean a wage increase of from $4\frac{1}{2}$ per cent to 6%. Even this increase would not be given at one time but would be made in increments over a period ranging up to a year-and-a-half. Under these conditions it is not surprising that few employees are willing to spend their free time obtaining the knowledge requisite for promotion. This has resulted in an increased need for costly on-the-job training.

2. Capable, long-term employees in a highly skilled occupation are earning only 40 to 60% more than unskilled youngsters who left high school to accept their first job. This causes resentment toward both company and union, as well as a feeling of personal inadequacy.

3. The skilled crafts have, in recent years, been breaking away from industrial unions to form their own unions. The major reason is that the industrial unions do not adequately represent them. If the trend toward a smaller wage spread is not reversed, it may be assumed that there will be an increase in the number of unions composed exclusively of skilled craftsmen.

AS NEED INCREASES, WAGES DECREASE PROPORTIONATELY

4. The socio-economic aspect of this problem is that as people grow older and assume more responsibilities, they need a higher income. Present wages do not meet this increased financial responsibility. This has forced many industrial workers to take part-time jobs to supplement their incomes. It is also a factor in the increased pressure exerted by unions to obtain wage increases unrelated to increased productivity or to cost of living.

5. The present wage structure is one of many factors causing high labor turnover. When loss of seniority does not result in a considerable financial sacrifice, individuals tend to be more mobile.

Every company should have a clear understanding of the changes which may have taken place in its wage structure as a result of post-war wage settlements. If changes have occurred, the trend should be projected into the future to determine where it is leading. If the trend is found to be undesirable, a re-evaluation of wage policies is in order.

If study indicates that an increase in the wage spread would be advantageous, the concerted action of all firms competing in a given labor market would be necessary. An educational program might have to be undertaken and union participation would be desirable. Cooperative action would be needed to effect an efficient, workable wage structure.

The employee opinion survey has become a "professional" personnel tool. The authors review several steps in the development, experimental use and validation of the tool. They now show that practically identical results can be secured when the questionnaire is administered by a capable "outsider", directed by mail, as when it is administered by an experienced staff member.

Employee Opinion Survey By Remote Control

BY HERBERT G. HENEMAN, JR. AND DALE YODER
Industrial Relations Center, University of Minnesota

INDUSTRIAL relations literature records many suggestions for improvement of managerial employment policies and practices. Most of them represent rule-of-thumb or experimental adjustments, whose efficacy is a matter of impression or folklore. Only a small proportion has been carefully tested and appraised.

Development of an applied science of manpower management, whose know-how is based on demonstrated results under carefully defined, controlled circumstances, is a major goal of those who seek to advance this important field. It is the goal of practitioners who plan careers in the field. They recognize that future advances in understanding and knowledge can permit a continual extension of professionally tested practices and programs.

Such "professional" or "scientific" methods rely heavily upon objective measurement and purposive analysis, *i.e.*, research. Much of that research must be related to the development and perfection of professional "tools", especially those that permit objective measurement.

OPINION SURVEYS ONE OF PERSONNEL'S PROFESSIONAL TOOLS

Employee opinion surveys represent one of these tools now widely used in current practice. Some of them have been tested extensively. Their appropriate applications—and their limitations and possible side effects—are thoroughly understood. Many other devices have not been subjected to such rigorous examination.

Their implications and limitations may be recognized. Hazards in the careless use of such devices may be significant.

This article reports on another in a continuing series of studies designed to provide such critical checks on the operation of one such tool.¹ It refers to the standardized employee opinion questionnaire developed in the University of Minnesota Industrial Relations Center. That scale is an integral part of the more inclusive Industrial Relations Triple Audit.² A series of experimental and carefully controlled applications of this questionnaire has sought to discover its values and limitations as a measuring instrument. Thus, it has been item-analyzed; reliability coefficients (test-retest) in the 0.90's have been reported.

Means of validating the scale include "depth-interviews" after paper and pencil administration. Several studies of relationships of opinion scores to turnover, absenteeism, and employee characteristics have sought to provide a further check on validity. The correlations of 7 sub-scales have been found to be significant at the one per cent level in experimental administrations in paired firms. It has been found that paper and pencil questionnaires yield results substantially similar to those obtained by oral interview.³

LOCAL HELPER, INSTRUCTED BY MAIL, ADMINISTERED QUESTIONNAIRE

A carefully planned study has shown that there is no significant difference in average response to the items when questionnaires are signed, from average responses on unsigned questionnaires, if—and this may be a definitive condition—both types of reply are given directly to the University's Industrial Relations Center, and employees are assured that individual's responses will not be disclosed to or identified for the representative of the employer. Significant differences in response in this study of signed and unsigned questionnaires were obtained on only two of sixty-five *individual* questions.⁴ It may be highly important, however, that, as the authors reported, "the questionnaires were administered by the staff of a university organization. . . ."⁵

The phase of further checking to be reported here sought an answer to the question: can the specific results obtained by scale administration by Industrial Relations

¹ The assistance of Professor Duane McCracken and the Mankato (Minn.) State Teachers College in this cooperative research undertaking is gratefully acknowledged. Field work in this study was under the supervision of Harland Fox and Mrs. Adele Hellweg of the Center staff.

² See Dale Yoder, Herbert G. Heneman, Jr., and Earl F. Cheit, "The Triple Audit of Industrial Relations", University of Minnesota Industrial Relations Center, *Bulletin* 11, 1951. The basic employee opinion scale is shown, pp. 66-72.

³ *Ibid.*, p. 18.

⁴ La Verne Hamel and Hans G. Reif, "Should Attitude Questionnaires be signed?" *Personnel Psychology*, Vol. 5, No. 2, Summer 1952, pp. 87-92.

⁵ *Ibid.*, p. 91.

⁶ Earlier Industrial Relations Center studies have shown that similar results may be obtained whether samples of employees, or the entire staff, are tested. In the present case, to be doubly sure that there would be no sampling errors, all employees (a 100% sample) were tested.

⁷ Tests of statistical significance of differences are clearly inappropriate in view of the close similarity of results.

Center representatives be secured without their physical presence in the actual administration? The study sought, in other words, to check on the possibility of reducing costs of administration and extending the geographic area in which such applications are feasible by arranging for administrations in the absence of resident Industrial Relations Center staff members.

To discover the effects of such "absentee administration", an experiment was designed in which employees in a firm at some distance were divided into two comparable groups. One group was given the usual staff administration of the scale. The other group, at approximately the same time, answered the questions under the direction of a local educator.

In December of 1952, a total of 246 employees of a food processing concern's home office and nearby plant were tested using the Triple Audit Employee Opinion Questionnaire.⁶ They were divided into two groups of 123 employees each. One group was tested by the Industrial Relations Center staff using customary procedures. The other group was tested by "remote control". In Industrial Relations Center shop-jargon, this was called the "mail-order" sample.

A college professor from a nearby college was provided detailed instructions for administration by mail. Although he is and was known to members of our staff, he received no additional oral instructions or guidance and had no similar experience. He introduced himself, describing his academic connection and stressing the fact that in his present assignment he was acting as a staff representative for the University of Minnesota Industrial Relations Center. He collected completed questionnaires and forwarded them to the Industrial Relations Center for scoring and analysis.

TABLE I

ITEM MEAN SCORES ON TOTAL OPINION QUESTIONNAIRE AND SUB-SCALES FOR SUPERVISORS AND NON-SUPERVISORS OF "FIRM MTA-1" AND "FIRM L"

Sub-Scale	Item Mean Scores*					
	Supervisors		Non-Supervisors		Total	
	MTA-1	L	MTA-1	L	MTA-1	L
	N=43	N=39	N=80	N=84	N=123	N=123
Working Conditions	3.0	3.0	2.6	2.5	2.7	2.7
Company	2.9	2.9	2.4	2.4	2.6	2.6
Hours and Pay	3.0	2.9	2.4	2.4	2.6	2.5
Co-Workers	3.0	3.0	2.8	2.8	2.8	2.8
Type of Work	3.1	3.1	2.8	2.8	2.9	2.9
Supervision	3.0	2.9	2.7	2.8	2.8	2.8
Communications	2.8	2.6	2.4	2.4	2.5	2.5
Sum (by-item score for total questionnaire)	3.0	2.9	2.6	2.6	2.7	2.7

* Attitudes in terms of numerical scores are: 0 = very poor, 1 = poor, 2 = fair, 3 = good, 4 = excellent.

Results of the two administrations are shown in Table 1. The columns headed "MTA" are results for the "mail order" or remote control sample. The columns headed "L" are the results from the resident university research team administration. It is readily apparent that the results are almost identical.⁷

Several implications of findings in this study for employee opinion research methodology and for practice in the employment relations field may be noted. University research groups can, if this experiment is representative, arrange administrations of this device with assurance in areas not readily accessible to local staff. Through a deputy, the procedure can be expected to produce findings strictly comparable to those in which resident staff members conduct the administration. This modification can greatly reduce costs of such administration. At the same time, it can facilitate the compilation of data from ever-widening geographic areas and more numerous industry groups. From this extension can come more refined and meaningful norms and added opportunities to compare and relate employee reactions and such other conditions as managerial programs, policies and practices, and economic considerations.

About the Authors

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Herbert G. Heneman, Jr. is Assistant Director and Research Associate of the Industrial Relations Center at the University of Minnesota. He is the author of a number of studies published by the Center and of numerous articles, bulletins and books. He was educated at the University of Minnesota and served in the Navy in the last war.

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Theodore A. Toedt, since 1948 except for a period of service in World War II, has been Instructor in Management at the University of Connecticut, Department of Industrial Administration. He is also Assistant Coordinator of the University's Quality Control Institute, and Assistant Adjutant General of the 43rd Infantry Division, National Guard. He has degrees (M.B.A. and B.B.A.) from the University of Maryland and the Clarkson College of Technology, having majored in Industrial Relations and Industrial Management.

Edward Di Roma has been a professional reference librarian for nine years, working in the economics and business division of one of the country's largest public libraries. He now specializes in labor and industrial relations literature.

Absenteeism in general, and especially oft-repeated absence of individuals, is among the most aggravating, costly and hard-to-handle personnel problems. The author cites factors that have been taken into consideration by arbitrators when deciding whether discharge of union members on account of excessive absenteeism was justified in particular instances.

Discharge for Absenteeism Under Union Contracts

BY EILEEN AHERN

Loss of production because employees fail to report for work when scheduled is a costly item in many plants. In offices it may not be so evident, but is almost equally serious. Absenteeism may be a persistent, recurring problem. It does not automatically decrease in periods when applicants are more plentiful than jobs, for it is a symptom of personal maladjustment or of difficult working conditions.

While there is much that management can do to improve matters, the time may come when discharge of an employee seems necessary. How does discharge for absenteeism hold up in arbitration? In the absence of a specific company rule, is this offense likely to be interpreted as "just cause" for discharge? Examination of a long line of arbitration awards shows some fairly well-formulated principles being applied by arbitrators on this issue. Under certain conditions, the discharge is almost certain to be upheld; under others, not.

EFFECT OF ABSENCE A PRIME CONSIDERATION

Disciplinary layoff or lighter penalty has been held sufficient for employee absence, but the ultimate penalty of discharge is implicit, and arbitrators have upheld such a penalty, if the absence is excessive. The reasoning behind this principle is well expressed by an arbitrator in the following opinion:

"The profitable operation of a plant and the consequent economic well being of the employees of that plant depend on the regular attendance of employees. A plant cannot operate without assurance that its employees will come to work. The disruption of work schedules because of the necessity of replacement of the absent worker places a serious burden on the company in planning its production. The employer should be under no obligation to

retain an employee who is so habitually ill or suffering from injury as to make his services of little value to the company." 15 LA 593.¹

In another case, the union claimed the employee's absence did not *significantly* handicap the company's operation. The arbitrator did not accept this argument as pertinent, and held to the principle expressed in the case just quoted:

"The company schedules operations and it is not for individual employees to decide that they are or are not needed in the plant. Each worker scheduled to work on a given day has the obligation to make every reasonable effort to meet the company's desire to have him on his job. Even though it were a fact that an employee is not needed on a given day, so long as the company wants him present and stands ready to pay him, it is his responsibility to use every reasonable effort to be at work. The fact that the plant is not seriously handicapped by his absence gives him no right and privilege of absenting himself." 16 LA 474.¹

REASONS FOR ABSENCE IMMATERIAL

Excessive absence may be grounds for discharge, no matter how good the reason for the absence. Arbitrators figure this way: Fellow employees' economic welfare, as well as that of the company management and stockholders, is jeopardized by excessive absence. Management has the obligation to protect the positions, wages, and regularity of employment of the majority of employees, and to insure the productivity of the business.

An employee was absent 29 days in less than 7 months. Said the arbitrator:

"There is no provision under the contract, or under the company rules, that the company has to keep an employee who is absent for excessive amounts of time, regardless of whether the absence was caused by illness or some other reason."

An arbitrator upheld the discharge of an employee who had been absent about 14 weeks out of 6 months. In his opinion he commented:

"... while genuine illness justifies occasional absence, where an employee is so habitually ill or suffers from injury as to make his services of no value to the company, the company is under no obligation to retain him. No plant can operate profitably unless it can count upon fairly regular attendance of employees. Any situation which results in or tends toward unprofitable operations is against the best interests not only of the company but of the employees themselves. Employees who attend regularly have their prospect of profitable employment benefited by such conditions."

WHEN IS ABSENCE EXCESSIVE?

It is well established that absence may be cause for discharge but the \$64 question is, what will an arbitrator regard as excessive absence? The cases that reach arbitration often have absurdly high absence rates. They should not be taken as a standard. Indeed, where management has permitted an employee's absence rate to soar sky high, the arbitrator may hold that the employee's absence has been condoned by management.

¹ References are to arbitration cases published by the Bureau of National Affairs, Washington, D. C.

Although one or more long periods of absence may be regarded as excessive, companies are ordinarily more concerned with the employee who is *habitually* absent. Such a person may have numerous one-day absences as well as absences that last longer.

The company may present in evidence, or the arbitrator may ask for, the following facts: (1) *How* absent has this employee been? What is the number and duration of his absences? Over how long a period? (2) What is the over-all rate of absenteeism in the company? What has the company regarded in the past as excessive absence? What is the absence record of the employees having the most absences?

The company may have to define what it means by 'absence.' The Bureau of Labor Statistics has defined it this way: Absenteeism is the failure of workers to report on the job when they are scheduled to work. An employee is to be considered scheduled to work when the employer has work available and the employee is aware of it and when the employer has no reason to expect, well in advance, that the employee will not be available at the specified time.

The arbitrator will seek to know if management has some standard that it has consistently and fairly applied in judging what amount of absence is excessive. A mere statistical standard is not alone convincing, however, since absence must be judged in each individual's own circumstances to merit a penalty such as discharge. The following comment of one arbitrator is in point:

"Under contract permitting discharge for proper cause, discharge of two employees because they were absent more than any other employees during last fifteen months was improper. The formula devised by management in its effort to correct general problem of absenteeism was to select two employees with most absence and discharge them regardless of reasons. This ignores the fact that *propriety of discharge must be considered in the light of the individual employee's own situation and merits.*" 12 LA 935.¹

In passing, the following also might be worth mention:

"Rules unilaterally established by company providing for suspension and discharge of employees who accumulate specified number of absences, regardless of circumstances, are invalid because in conflict with contract clauses permitting discharge only for just cause and providing for submission of disputes to arbitration. Approval of rule would have effect of changing basis of suspension or discharge from 'just cause' to 'violation of rule' and of rendering grievance machinery meaningless."

FAIR TREATMENT OF ALL EMPLOYEES

One has to balance (1) the way in which all employees with high absence records are treated and (2) the circumstances warranting or not warranting the verdict "excessive" in any particular case. Absence cannot be judged without considering both of these factors, not just the amount of absence.

The strongest defense against discharge for absenteeism is "discrimination" and arbitrators appear to be very vigilant with regard to evidence on this point. The questions always in mind are these "Is the employee's absence the real reason for his

being discharged? Is there evidence that management wants to get rid of him because of personal characteristics or problems that do not affect his job performance? Is there evidence of discrimination because of union activity?"

One arbitrator, whose opinion in a recent case contains a good analysis of the main factors that must be considered in this type of discharge, comments on the use of the grievance machinery:

"It is necessary to consider whether the employee was given full opportunity to have his case reviewed in the light of all the facts and arguments involved, pursuant to the grievance procedure established under the agreement. It is not enough to determine whether the grievance steps were followed in a purely formal or technical sense, but also whether the case was carefully reviewed in a fair and open manner at each step of the procedure." 20 LA 155.¹

THE EMPLOYEE'S RESPONSIBILITY

While the burden of proof in these cases is primarily on the employer, arbitrators by no means overlook the employee's responsibility to correct his high rate of absenteeism. This may require a leave of absence without pay. Upholding the discharge of a chronically ill employee, an arbitrator said such a person should strive to correct his record by: (1) Advising the company of his illness. (2) Showing that he gets regular treatment for it, and (3) Requesting a leave of absence for a period of prolonged absence or where needed for full treatment.

Arbitrators ordinarily take into account, also, what the company has done to help remedy an employee's absenteeism, whether there has been any counselling. There must of course be an expectation of improvement for a company to tolerate a high rate of absence. No arbitrator would expect any management to do so indefinitely.

Personal interviews offer an opportunity to discover whether improper placement or a similar deterrent to job satisfaction is causing a particular employee's absenteeism; information can be given that will lead to a better understanding and acceptance of methods of compensation, promotion opportunities, amounts and quality of work expected, etc., and, in general, an effort can be made to help the employee adjust to his job even when all the conditions are not ideal.

When off-the-job problems are the major contributing factor in an employee's absenteeism, an understanding can often be established in the interview so that the employee assumes responsibility for deciding whether he wants the job enough to achieve a balance between his personal problems and the satisfactions the job can give him. Another approach that involves no trespassing on the employee's privacy is to inquire whether the difficult situation he may be in is one he can reasonably expect to change within a month or other definite period. A leave of absence or other accommodation may be granted, if necessary.

WARNING BEFORE DISCHARGE

Second only to discrimination, the strongest defense against discharge for an offense like absenteeism is failure of management to warn the employee of the consequences of his behavior. You can't just let an employee "hang himself". A severe penalty like discharge must not come as a surprise. One arbitrator said: "It should not serve as a poor substitute for the exercise of more constructive efforts of the company to control absenteeism. And where less drastic penalties might remedy the situation, these should be tried first."

Another arbitrator commented that the employee may have been led into being absent for slight reasons because of the attitude shown this habit by the foreman. And another said: "Employer who has tolerated a certain amount of absence and tardiness in the past has the right to establish more rigid standards for the future but has no right to put the new policy into effect without warning."

It is well not to consider discharge for absenteeism entirely as a *penalty*. It is a penalty of course in those instances where employees stay away from their jobs for no apparent good reason, but the object of discharge, in a case where the employee has good reason to be absent, is not to penalize him or to make him an example to others. The object is good management, for, where there is no reasonable expectation that the employee will be able to report regularly for work, he is really of no value to the company. One arbitrator in a case involving absence due to illness said: "The use of lesser penalties, such as a temporary layoff, would appear impractical in this situation. The purpose of this discharge is not to discipline the employee, but rather to protect the Company and other workers from a situation that is the fault of no one. The admitted warnings are deemed sufficient and the action taken by the company justified."

 Conference Calendar (*continued from page 162*)

- 29-30-31 Seattle, Wash. Olympic Hotel
Pacific Northwest Personnel Management Assn. 15th Annual Conference.
 Mr. Earl Johnson, General Chairman, % Frederick & Nelson, Seattle.

 NOVEMBER

- 2-6 White Sulphur Springs, West Virginia. The Greenbrier
National Association of Manufacturers. 25th Institute on Industrial Relations. Sybyl S. Patterson, Director of Employee Relations Div., N.A.M., 14 W. 49 St., N. Y. 20.
- 12-13 Boston, Mass. Sheraton Plaza Hotel
Council of Profit Sharing Industries. 6th Annual Conference. Roy S. Apple, Public Relations, Council of Profit Sharing Industries, First National Tower, Akron, Ohio
- 19 Pittsburgh, Pa. Hotel Schenley
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.

The purpose of personnel administration is still this: to reach and maintain profitable production. But, whereas management's major attention was once given to tools and processes, it's now focused more on workers as human beings. The author's statement of today's "over-all" and "working" objectives of the personnel department may help your thinking.

The Modern Philosophy of Personnel Administration

BY THEODORE A. TOEDT, Instructor of Management
School of Business Administration, University of Connecticut

To define "the modern philosophy of personnel administration" let us look at component considerations.

First, personnel administration is a function of management, designed to facilitate the effective and economic attainment of production to maintain the competitive and progressive position of a company. *Second*, it is the basis for determining how to handle human aspects of the industrial situation to get maximum cooperation between management and labor. *Finally*, it is a way of thinking which recognizes the importance of the individual. It considers the employee and all his problems as being important not only to himself but to management. *So composed*, it is a philosophy which recognizes, accepts and practices two big ideas—that of the "Golden Rule" and that of "man as a social being".

WHAT'S NEW IS EMPHASIS ON HUMAN RELATIONS

"Old-line management" believed that concentration on the material factors of production was sufficient. In other words, it was chiefly concerned with machines, the production line, the production curve, the total number of hours required to make a given product. It was concerned with men only from the point of view of how many would be needed to produce a given product in a given time. Men, to "old-line management", were material factors.

Today we realize that the achievement of satisfactory production depends upon (1) possession of all the necessary technological skill and "know-how", (2) recog-

nition of the worker as a social being, and (3) possession of skill in handling this human factor. Cooperation between management and labor is a *must* to effective production. Certainly, we cannot hope to achieve cooperation unless both parties know what contributes to it.

It is through the personnel department, applying the modern philosophy, that these factors are made known to line management. The existence of a proper philosophy at all management levels will instill knowledge of these factors in the entire workforce, and should make for constant management-worker awareness. The personnel department and line supervisors, applying the modern philosophy, keep this awareness alive together, they foster proper consideration and use of those factors and their several possible ramifications, at all levels within the company.

This modern philosophy is directed toward reducing areas of conflict between management and labor, and increasing the areas of cooperation. The position taken is that *management policies should be focused on discovering, developing, and using most effectively the abilities of employees*. These policies should be *equally* focused on both the physical and the psychical integrity of the employee; the former by maintenance of decent working conditions, and the latter by maintenance of a pattern of working relationships. These relationships recognize the social importance of the employee and protect him, so far as possible, from frustration on "the job".

OVER-ALL AND "WORKING OBJECTIVES" OF THE MODERN PHILOSOPHY

Now let us consider the objectives of personnel administration in line with this modern philosophy. The over-all objective of personnel administration is to help attain, as effectively and economically as possible, the production necessary to maintain the competitive and continuously profitable position of the company, by obtaining maximum cooperation between management and labor, and by conserving the human factor of production.

Whether attainment of such an over-all objective shall depend primarily upon staff application, direct line supervision, or a combination of the two, depends upon the given situation. However, adherents of this philosophy will realize that the supervisor is, and rightly should be, a most important personnel functionary. It is, after all, the line supervisor with whom the employee has direct and constant contact. It is his conduct, therefore, which largely determines the degree of success in reaching the objective.

Fulfillment of the over-all objective depends upon reaching the *working objectives* of the modern philosophy. These may be stated as follows:

1. To secure a potentially effective workforce.
2. To develop that force, as nearly as possible, to its capacity.
3. To conserve that force both physically and psychically.
4. To compensate that force equitably.

These working objectives are each influenced by and concerned with motivation.

For example, compensation is a motivating factor and is pertinent to each of the objectives. Again, in a free society, whether to work or not work, where to work, whether or not to stay at a given job, are all largely dependent upon motivation.

Experience and the writings of leading industrialists and students indicate that this philosophy requires management to recognize that its personnel policies must be focused upon the basic problem of satisfying the *totality* of employee wants. These wants embrace the total complex of physical, social, and psychical factors which arise as a result of "the job". The degree of satisfaction attainable is a situational matter. Maximum satisfaction should be management's goal, as it will be labor's.

MODERN PHILOSOPHY GREW OUT OF SUCCESSFUL PRACTICE

This is not the traditional attitude which management has taken toward employees. Nor can it be said to be the all-prevailing one in employee relations today, although there is now no personnel policy worthy of the name which does not reflect to some degree the influence of this modern thinking—a thinking that has not been developed in any "ivory tower" but has come out of experimental trial-and-error.

The "rough and ready" discipline of "old-line" administration was not entirely ineffective in securing results, and today's thinking recognizes the need for discipline provided it is rightly conceived and administered. Not all of the cold appraisals of Taylor's "scientific management" were without influence and ineffacious, nor was all of the benevolence of "paternalism" resented and useless. Today's thinking recognizes, as key factors in establishing good personnel administration, the existence and equal importance of both the technical and social aspects in the development of a satisfactory employee, and the fact that the worker appreciates a genuine, realistic interest in himself and his problems. Good personnel administration today is, in reality, a selective utilization of what was good in the past, an endeavor to improve upon it, and a rejection of what was bad.

Where the thinking previously was concerned chiefly with getting the most work for the least cost—either ignoring completely the idea of cooperation or giving it, at best, little consideration—today's philosophy teaches that in order to have a high production at a relatively low cost we must have the *free* cooperation of the employee. Of course, the degree of cooperation attainable at any given time is a relative matter but, as in the case of satisfaction, the goal should be maximum cooperation, not a convenient compromise.

Let us summarize the discussion at this point by saying that the modern philosophy of personnel administration seeks to attain economic and effective production by securing and maintaining maximum cooperation between management and labor, and that all segments of management are responsible for securing and maintaining this cooperation. It is the duty of the personnel department to see that management, from top to bottom, is indoctrinated in this point of view.

Libraries in many cities are now stocked and staffed to serve business needs, sometimes even when the business man doesn't know exactly what he's looking for. The author tells how a library helped end a walkout—and set up a learned gent for a poke to the proboscis.

Public Libraries Offer Help to Personnel Directors

BY EDWARD DI ROMA, Librarian

WHY so many industrial relations and personnel people overlook such a rich source of information as the public library has us librarians muttering to ourselves. Especially in these times when labor and personnel problems are growing increasingly complex and more and more facts are required for their solution, this oversight just doesn't make sense.

Of course, we public librarians have been partly to blame in the past. With a few notable exceptions, we did not come to realize until fairly lately that we could render valuable service to business. Not enough of our library buildings were in locations readily accessible to the commercial and industrial community. Further, we did not have enough librarians with backgrounds in business and its components. Naturally this lack of adequate staff was reflected in our book collections. Not having specialists to do the book selecting, we didn't acquire enough books on labor and personnel problems, and those we had weren't always the best in the field.

BUSINESS NEEDS NOW RECOGNIZED BY LIBRARIANS

But most of this has been or is being changed. Today anyone with a problem or an interest in personnel or labor management can step into the library in many cities and get helpful information efficiently and conveniently. We librarians urge both management and labor to take advantage of this service in those libraries where it is offered and to protest its absence where it is not.

Among the increasing number of cities whose libraries provide special service to those interested in industrial relations and personnel management are Newark, the pioneer in library aid to business, Boston, Pittsburgh, Cleveland, Detroit, Denver and Seattle. There is also the New York Public Library, which probably

has more books on labor and management than any other municipal library in the world. Many smaller communities also are giving library service in this field. To mention just a few, there are Akron, Hartford, El Paso and Kalamazoo.

What can a person with an interest or a problem in industrial relations or personnel management expect to find in any of these libraries? To begin with, he will probably find a larger collection of books, pamphlets and other printed matter on these subjects than he or his company has. He also will find professionally-trained librarians eager to help him locate in this mass of material just the publication or publications he wants. If the item is not available, the librarians will ascertain what other library or institution does have it and, if possible, arrange an inter-library loan. Whenever necessary, the librarians will tell where to purchase the book or pamphlet in question. They are especially helpful in tracking down references to government publications and explaining how to obtain them. Anyone familiar with the great number and elusiveness of documents issued by federal, state and municipal agencies will appreciate the value of this aid.

Even if the reader doesn't know what he wants, these libraries can still help him. They will make available to him bibliographies or lists of references to writings relating to his problem. If none exists, they will compile one for him.

THE PROFESSOR WHO LEARNED TOO MUCH FOR HIS OWN GOOD

At least one reader got more material from a public library than was good for him. He was a professor of industrial relations who had been asked to act as impartial chairman in contract negotiations. Not being too familiar with labor problems peculiar to the industry involved, he went to the library for some background information. Before the librarians were through digging up data for him, he was an expert. As a result, he was able to supply the correct fact and cite the source when misstatements subsequently were made around the bargaining table. Though this was done impartially and politely, it so exasperated one of the negotiators who was guilty of some pretty wild exaggerations that, after about the fifth correction, he lost his temper and punched the professor in the nose.

Libraries do a great deal of reference work—that is, looking up specific items of information. Provided it is needed, there is no fact or statistic on labor and personnel management for which they will not make a search. And they come up with what they are looking for almost every time.

For example, a New York company urgently needed the address of a West Coast industrial relations specialist. After consulting their own records and all the pertinent directories at the public library without success, the company was ready to abandon the search. But the librarians were not. They asked for whatever additional information the company might have about the man. It soon came out that in the preceding year he had given his views on some proposed legislation before a Senate or House labor committee. The rest was easy, because the librarians knew that the

record of Congressional hearings—which they keep on file—usually contain a list with full name and address of all persons who testify.

NOON RESEARCH PREPARED PERSONNEL MAN FOR AFTERNOON SESSION

In another instance, a harassed personnel man hurried into a public library one day at noon. His statements on the national and local manpower situation, made at the morning session of an all-day conference, were being challenged. He explained that he ordinarily welcomed questions, but this time the extensive notes on which his report was based had been misplaced. Not only did the library staff help him relocate all the statistics he originally gathered, but they left him time for a sandwich and coffee before the afternoon session of his conference got under way.

On another occasion rapid reference work by a public library helped stop a walkout quickly. A union had pulled its members out of a shop one morning because it disagreed with the management over what was standard practice in the industry concerning rest periods. In desperation, the personnel manager suggested going to a large public library nearby for the facts. The union concurred. Within a few minutes the librarians produced the information from a source accepted as authoritative by both sides, and an hour later the men were back at work.

Extensive research tasks are another matter, however. While hardly any public library is equipped to carry out such projects, almost all extend aid on a consultative and advisory basis. These libraries also welcome the opportunity to give advice and guidance in the organization and operation of company libraries. Some issue periodic booklists and other data about publications in the field. While almost all these libraries prefer to help the reader in person, they give a good deal of service over the telephone and through the mails.

Do Yourself a Favor—*Relax*

By Harrison Terrell

"Relax! You personnel fellows will certainly have to learn to relax. I don't know any job which has so many stresses and strains as a personnel job." So said Ned Hay in a short PJ editorial back in April. "All the up-to-date doctors now know," he added, "that nervous tension is one of the worst diseases of man. The way to lick it is to go after it. Many books tell you how to do this. . . ."

One good book on the subject has just been published by Prentice-Hall, New York City. It's *Relax and Live* (1953, 205 pages, \$3.95) by Joseph A. Kennedy. First words of the text are these: "This book has been written for YOU if . . . you would like to learn the art of living without strain; you would like to meet life without a sense of pressure, hurry and worry; you are perpetually 'all tired out' and don't know why; you do not sleep well; you have lost your zest for living; you feel you are not getting the best out of yourself—physically, mentally, or morally; you have been told to 'relax and take it easy', but haven't discovered how, or feel that circumstances won't permit it." That pretty nearly covers the purposes of relaxation. If there's a personnel man or woman who doesn't fall under at least one of the classifications . . . it would still pay him or her to read the book, so as to be able to counsel less fortunate individuals.

Relaxation is both a physical and a mental state. Having read several authors

on the subject, we are still uncertain which should be tackled first. Probably it doesn't matter much, because one seems to follow the other as naturally as night the day. Mr. Kennedy, who is Assistant Physical-Training Director of the Y.M.C.A. in Atlanta and who has had a great deal of experience in his line, including a spell of working with business executives at Bill Brown's physical training farm at Garrison, N. Y., emphasizes physical relaxation. He says it's possible even in the dentist's chair.

RELAXATION Is *Not Doing*

Relaxation, says Mr. Kennedy, is not something you *do*; it is something you *don't* do. "Doing requires effort, and effort makes tension. You relax when you stop doing, when you stop making efforts." In five short lines on page 12 he presents "the three physiological switches that turn on relaxation." In the 12-page chapter 2 he gives his formula for passive relaxation. We won't tell you either because, without the amplification that makes up the rest of the book, both the "three switches" and the formula might sound either too simple or too difficult to merit your attention.

The difficulty in our instructor's formula is the time involved. He recommends that we devote an hour a day to passive relaxation—at least at first. And he says it's much better to get the cooperation of another person to read the instructions to

you—in a darkened room—as you practice what he preaches. It's only fair to state, however, that he agrees that fifteen, or even five, minutes a day would be better than none, and that the co-operative reader can be dispensed with if necessary.

Your reviewer can testify that at least some relaxation exercises recommended by this and other writers can quite easily be picked up and practiced to good effect. One is lowering the breathing cycle, which is step two in Mr. Kennedy's formula. This, as you've probably discovered, helps in wooing sleep. One reason is that it's almost impossible to have worrisome thoughts racing around in your head—and at the same time give the necessary thought to breathing placidly and deeply.

Altogether, this is a thoroughly worth-while book for the personnel man's library. A fair percentage of any company's executives need something like it and will borrow it if they know it is available.

RELAXATION IS GOOD MEDICINE

Mr. Kennedy refers to a number of other books touching on relaxation. Among them is *Mind and Body—Psychosomatic Medicine* by Dr. Flanders Dunbar (Random House, New York City, 1947, 263 pages, \$3.50). Dr. Dunbar is quoted to the effect that inability to relax is one of the most widespread illnesses, that most people who have this illness do not realize it until it has been complicated by some "serious" ailment, and that teaching how to relax is one of the most valuable of the psychosomatic techniques. The book reads smoothly, is quite understandable to the lay reader, and, filled with interesting case histories, holds the attention throughout. Chapter 11 on "Mental Indigestion" discusses ulcer as an occupational disease. It tells what produces ulcers, which now afflict almost as many women as men. This, and chapter 13 on diabetes, would certainly be interesting and useful to many business people.

FOR THOSE WHO WORRY

Another book that's highly spoken of by Mr. Kennedy is *In the Name of Common Sense—Worry and Its Control* by Matthew N. Chappell, who is associated with The Psychological Corporation. The Macmillan book of 172 pages, selling at \$2.75, was brought out first in 1938 for use of medical men. In the revised second edition, dated 1950, three chapters were added and certain other changes were made to make the book more readable and useful to the expert, but non-professional, worrier. Worry certainly goes along with tension—whether as cause, or effect, or both—and this book may be as helpful to some people who need to relax as books dealing more specifically with relaxation.

Another excellent book on the subject is *Release from Nervous Tension* by Dr. David Harold Fink (Simon and Schuster, New York City, 1943, 232 pages). Dr. Fink outlined practically the same procedure, step by step, as Mr. Kennedy advocated ten years later. Physical format and typography of this war-time book are less attractive than in the Kennedy volume.

The New Way to Relax by Karin Roon (Graystone Press, New York City, 1949, 298) is good but, in our estimation, will not appeal to the personnel office as much as other books on the subject. For one thing, it is addressed mainly to women. For another, it is long and perhaps a bit less "human" in its presentation.

No discussion of relaxation would be complete without at least a mention of such popular books as Norman Vincent Peale's *The Power of Positive Thinking* (Prentice-Hall, New York City, 1952, 276 pages). Dr. Peale deals with relaxation as a thing of the spirit, of mental health and balance. If memory serves, he makes no mention of muscular relaxation, but assumes that bodily health goes along with mental health and prefers to start with the latter.

Other Recent Books

TECHNIQUES OF SUCCESSFUL FOREMANSHIP—*A Guide to Effective Foremanship Training.* By Eugene E. Jennings. University of Wisconsin, Madison, 1953. 41 pages. \$1.15.

Four chapters of this report deal with four considerations having to do with foremanship. First, the workers' viewpoint; 1682 workers under 52 foremen told (a) what items best described their foremen, (b) what items are more desirable of foremen. Second, the foremen's viewpoint; (a) what items best described themselves, (b) what items are most desirable of foremen. Third, satisfied vs. dissatisfied workers' viewpoints. Fourth, management's viewpoint. The four chapters are followed by the author's summary and conclusion.

Those who have been following Dr. Jennings' articles in this magazine do not need assurance as to the usefulness of this report. It is enough to say that it too gets right down to bed-rock. Few writers, in dealing with training methods, more effectively employ imagination and experiment in combination with scientific procedure.

H. M. T.

REACHING OUT IN MANAGEMENT. By William B. Given, Jr. Harper and Brothers, New York, 1953, 175 pages. \$2.50.

This book constitutes a timely protest against over-specialization in management. It is, as well, a practical guide for the development of executives. Reference has frequently been made in these pages to courses, conferences, books, and articles dealing with finding and developing management people. Here is the outline of a broad policy that should guarantee plenty of material for high positions from within company ranks. The idea of "reaching out" further provides extra incentive for all members of any staff.

"Reaching out" as defined by Mr. Given includes freedom within management, personal fulfillment through enlightened self interest; emphasis on ideas and de-emphasis of rank. "What we in our company are advocating and trying to put into practice," says Mr. Given, "is an overthrowing of these restrictive influences (specialization) and a return to natural instincts. It requires constant all-out effort to discredit the deep-rooted theories of soloism and specialism and to sell a conviction of the importance of being an all-round player on the team."

The book is non-technical, and contains many practical illustrations and suggestions. It is divided into four parts; principles of reaching out, reaching out to help people, some specific problems and opportunities in reaching out, and reaching out in the community.

Mr. Given is Chairman of the Board of the American Brake Shoe Company.

D. B.

THE YOUNG WOMAN IN BUSINESS. By Beth Bailey McLean. The Iowa State College Press, Ames, Iowa, 1953. 266 pages. \$3.95.

Here is a book that guides a girl all the way from high school or college right up to an executive position. It starts with the question, "What's a good place to work?", suggests self-analysis, tells how to conduct herself in an application interview and in her first days and weeks on the job. The assumption toward the end is that the young woman has reached a fairly high level, and she is told how to "travel like an expert", how to make herself a good speaker, how to advance her career by the development of many good traits and practices.

It seems probable that a number of

women in almost every organization would enjoy and profit from this book if made available to them and called to their attention. Not every girl who takes a job is a potential career woman; more of them might so develop if they were given an early appreciation of the real satisfactions and attractive possibilities to be won. By the way—why not a companion book for young

men? Who could do it better than a personnel man?

Mrs. McLean is the "Martha Logan" who is home economist for Swift & Company and who supervises quite a staff. Her book is a beautiful production physically—excellent make-up, typography, line drawings.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

A Note on Techniques in the Investigation of Accident-Prone Behavior. By Lawrence L. LeShan, Roosevelt College, and Jim B. Brame, University of Houston. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 79-81.

The authors feel that a great many of the published studies of accident prone behavior have lost some of their potential value because of a lack of clarity concerning the special problems which exist in this field.

An accident prone group is sometimes selected for study by using interviews or questionnaires. Accident prones have a strong tendency to "forget" accidents. A number of interesting examples are given to illustrate this tendency. If a group is to be selected in this way it is necessary to check the information given by questioning the subject on a year-by-year basis. The psychological atmosphere of the interview must be such as to enlist the cooperation of the subject and keep him from feeling defensive. It is essential to gather data on control groups in the same way as on groups of accident repeaters. A researcher may well be surprised at the large number of accidents which will be brought to light in the general run of the population by careful probing.

An accident prone group may be selected from the data of the safety departments of police or insurance firms. The authors point out certain dangers in this method, and think that it is particularly dubious procedure for selecting control groups. It may be unwise to use as controls only individuals with low accident rates. This may be a special group with different characteristics than are found in the normal population. Controls should be taken from the center of the accident curve rather than from the lower extremity.

In addition to the difficulties in finding the accident-rate of an individual, there are problems in defining an accident. A good research design must take account of both the accident liability of the environment and the liability of the individual.

Fakability of the Jurgensen Classification Inventory. By H. P. Longstaff, University of Minnesota, and C. E. Jurgensen, Minneapolis Gas Company. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 86-89.

Two groups of students in personnel psychology at the University of Minnesota took part in this study of the fakability of responses on this personality inventory. Each student in the first group took the

Jurgensen Classification Inventory under three sets of conditions: (1) honest, (2) fake "good" over-all, and (3) fake "high self-confidence." It was found that students significantly increased their scores in self-confidence when they attempted to do so, the increase averaging approximately one sigma. This increase is both statistically and practically significant.

The second group was asked to imagine that each one was in an industrial situation applying for a job that he very much wanted. The second time these same individuals took the Classification Inventory, each one was supposed to imagine that he was in a vocational guidance situation seeking advice about the type of work that he could do best. The authors conclude that faking is possible and probably occurs when the instrument is used for employee selection purposes.

The Classification Inventory is not recommended for use in situations where persons are likely to be motivated to obtain good scores. Since it is impossible to imagine a situation where an individual would be more highly motivated than when he is seeking a job that he very much needs, this recommendation would seem to rule out the use of almost any personality inventory with applicants for employment.

Selection Tests for Women Packers. By E. A. Bodley, Parke, Davis & Company, Ltd., Sydney. *Bulletin of Industrial Psychology and Personnel Practice* (Australia) Vol. IX, No. 1, March 1953, 24-32.

The aim of this study was to validate tests for the selection of women manual workers for the Finishing department of Parke, Davis & Company's Sydney laboratories. A job analysis indicated that manual dexterity seemed to be the chief factor involved, with emphasis on quick and efficient hand and wrist movements. The following four tests were selected for the study:

Minnesota Rate of Manipulation
Spinning Board Test

O'Connor Finger Dexterity Test
Minnesota Paper Form Board Test.

The test group consisted of 43 women finishers. Attendance for testing was voluntary, but no employee refused to do the tests, and all were interested, anxious to help, and seemed to enjoy doing the tests. The criterion score was a carefully done composite rating by three supervisors.

Correlations of the tests with the ratings showed the Minnesota Rate of Manipulation test to be the best predictor, the O'Connor and Spinning Board Tests to be good predictors, and the Paper Form Board Test a poor predictor. Combining the O'Connor and Spinning Board Tests with the Minnesota did not improve the prediction obtained by use of the Minnesota Test alone. The Minnesota test was therefore chosen for use in selection and critical scores, and the percentage of correct prediction associated with them were calculated.

In a follow-up study in which 26 applicants were selected, ratings made later showed that the selection was 92 per cent successful.

An Index of Selective Efficiency (S) for Evaluating a Selection Plan. By William Leroy Jenkins, Lehigh University. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, p. 78.

This brief note discusses what a multiple R means in the actual selecting of potentially superior workers and rejecting potentially inferior workers. Typical values of the index of selective efficiency (S) are given for different obtained values of R. For all practical purposes the index of selective efficiency (S) has the same numerical value as the validity coefficient, if between one-third and two-thirds of the applicants are being accepted for employment.

This discussion should prove useful in explaining the meaning of a validity coefficient to someone who is unfamiliar with statistics.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

Appointments and Promotions

THE APPOINTMENT OF LEO TEPLow AS INDUSTRIAL RELATIONS CONSULTANT of *American Iron and Steel Institute, New York*, has been announced by Max D. Howell, Executive Vice President of the Institute. In the newly created position, Mr. Teplow will also serve as secretary of the Institute's Committee on Industrial Relations and of two related committees, Industrial Health, and Safety.

CARL H. HAGEMAN HAS BEEN APPOINTED ASSISTANT MANAGER OF THE INDUSTRIAL RELATIONS DEPARTMENT, *Union Carbide and Carbon Corporation*, it was announced by Birny Mason, Jr., manager of the department. Mr. Hageman for three years was Assistant to the Manager of Union Carbide's Industrial Relations Department. He was then named Assistant Manager and later Manager of Industrial Relations at Electro Metallurgical Company, a Division of Union Carbide.

THE APPOINTMENT OF RANDLE E. DAHL TO THE POSITION OF WAGE AND SALARY ADMINISTRATOR of *The Weatherhead Company*, Cleveland, has been announced by Forrest B. Rusch, director of industrial relations. Mr. Dahl will assist in determining wage and salary structures for all divisions of the Company and will act as staff assistant to Mr. Rusch. Previously he had been supervisor of industrial relations research for Ford Motor Company, and wage analyst for the U. S. Department of labor.

DR. JOSEPH M. TRICKETT, nationally known business education and training executive, has been appointed COORDINATOR OF MANAGEMENT DEVELOPMENT ACTIVITIES

for *Food Machinery and Chemical Corporation* at the company's industrial relations department in San Jose, California. In his new assignment with FMC Dr. Trickett will be responsible for counseling with management at all levels in the preparation and initiation of effective employee development programs.

ALUMINUM COMPANY OF AMERICA has announced the duties and responsibilities of its Personnel Department will be handled through three divisions—Industrial Relations, Personnel Relations, and Medical. Robert K. Heineman who has had considerable experience in law, personnel work and industrial relations, has been named *Director of Industrial Relations*. He will handle all labor relations work, including company-union negotiations, grievances and other company-union matters. Named to the post of *Director of Personnel Relations* is Otis C. McCreery, formerly director of training for the company. Mr. McCreery's functions include safety engineering, education and training, recruitment of college graduates, employment and shop training.

THE ELECTION OF NEELE E. STEARNS AND WILLIAM G. CAPLES AS VICE PRESIDENTS of *Inland Steel Company* has been announced by Joseph L. Block, president of Inland. The two men will occupy newly-created positions in the company's management. Stearns, who has been president of Inland Steel Products Company, a manufacturing subsidiary of Inland Steel, will be in charge of long-range planning activities for the company and will bear responsibilities in the area of general administration, includ-

ing liaison with Inland's subsidiary firms. Caples, formerly president of Inland Steel Container Company, a division of the parent firm, will have responsibility in the general area of human relations, including supervision of personnel administration, industrial relations, public relations, medical services, and management development. He practiced law with the Chicago firm of Chapman and Cutler, and later became a vice president of the National Casualty Company. Following 30 months combat service in the Pacific he joined Inland in 1946, and was manager of industrial rela-

tions before becoming chief executive of the Container Division in 1950.

APPOINTMENT OF JOHN E. CHRIST AS DIRECTOR OF PERSONNEL RELATIONS at the Franklin Institute, Philadelphia, has been announced. For twenty years he was with John B. Stetson Company and was Industrial Relations Manager when he left. Mr. Christ is a member of the Industrial Relations Association of Philadelphia.

Editor's note: Authenticated items appropriate for publication under the heading of this section will be welcomed for use as space permits.

With the Local Personnel Associations

INTERESTED IN THE BIOGRAPHY OF A PERSONNEL ASSOCIATION? Ever wonder just how the organization got started, or why? Or maybe you've been thinking about trying to get a group together in your own community. Well, here's how: the history of an association is traced by its founding father in the June number of the *Newspaper Personnel Relations Association News*.

Peter D. Burgess, personnel director of the Detroit News, says that personnel people of other papers were visited in 1948 and the need for sharing personnel information was discussed. Correspondence followed and all those contacted expressed interest. A more extensive poll was then undertaken to see whether or not a conference in Detroit might be justified. The meeting was eventually scheduled for early May, 1949. At the meeting the future possibilities of the group were discussed and plans were made.

Participants were polled on many phases of the new group, its activities and functions, and the Newspaper Personnel Relations Association emerged in fledgling form. At the end of the first year a second meeting was held in Chicago. At this time a formal organization was created, with Bob Spahn of the *Oklahoman and Times* as

President. A committee under Bob Bassett, Hearst labor counsel, drafted a constitution and by-laws which were adopted the following year. More than 60 attended the fifth annual meeting, held March 1953 in St. Louis.

CALIFORNIA TRAINING DIRECTOR'S ASSOCIATION BULLETIN for June features the president's annual report. Speaking of programs, he says that each meeting was planned and carried out by a program chairman for that meeting. There is a different chairman for each meeting which, he says, ensures maximum interest within the group. "Whenever possible we have had eight-minute speakers from our own group, which has proved helpful and interesting. . . . Highlights of program planning for the past year: first, having speakers of national reputation . . . assured us of having presentations to which we could be proud to bring our bosses; second, having a continuous afternoon and evening meeting allowed us to exhaust one subject of interest to all training people."

The Association also conducted a group of workshop sessions last fall. They were made possible by the cooperation of the University of California Extension

Division. Sessions were open to all members, and those who attended felt they were very worthwhile.

THE PERSONNEL CLUB OF ATLANTA has as its purpose "effective human relations through responsibility, respect, dignity, information, communication, interpretation, good will and fair dealings." President is A. B. Reddick, of the All State Insurance Company. H. H. Long of the Plantation Pipe Line Company is vice president. Among the outstanding programs offered by the group during the past year were a talk by Mr. T. T. Stubbs, assistant vice president, Southern Bell Telephone and Telegraph Company on "Benefits from an Employees' Pension Plan;" "A Sound Salary Administration Program," by Walter Kennedy, president, First National Bank, Montgomery, Alabama; "The Aims and Objectives of Organized Labor," presented by Henry W. Chandler, president, Atlanta Federation of Trades; "The Human Factor in Business and Industry," a talk by Harrison Jones, director, the Coca-Cola Company; and "The Problem of Employee Discipline," posed by L. A. Mitchell, Labor Relations Manager, Lockheed Aircraft Corporation, Georgia Division.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION, *Los Angeles*, carries some interesting "Views on Interviews" in the July number of *PIRAscope*. The views are excerpts from a talk on "Interviewing the Interviewers" by Dr. Gil Brighthouse at a recent district meeting of the group. Although Dr. Brighthouse feels that the validity of interviews rests primarily on chance, they are still a necessary method of selection for the following reasons: 1) If an interview is lacking, the applicant feels cheated and begins his employment with a poor impression of the company. 2) Someone must interpret all of the objective material. 3) The interviewer can definitely perform the function of making friends of

the prospective employee. 4) The interview can be improved. Dr. Brighthouse warned that the interviewer must know his prejudices and try to compensate for them as much as possible in order to improve the interview.

THE PROFILE OF A PERSONNEL ASSOCIATION may be traced in its annual report. *The Personnel Association of Northwestern Pennsylvania*, as shown in its annual report for 1952-53, looks something like this: The purpose of the Association is to advance the principles of sound personnel practices and to furnish a medium through which those engaged in personnel work may exchange ideas and experiences. The group is limited to Erie, Crawford and Venango Counties. President for 1953-54 is Harry Neyner, of the American Sterilizer Company. Hugh Shultz of Bucyrus-Erie Company is vice president, and Bert Steele, of the General Telephone Company of Pennsylvania is secretary.

PANP likes addresses by outside speakers as well as "bull sessions," so both kinds of programs were balanced on the year's schedule. Major emphasis was placed on collective bargaining, with a talk on "Research on Collective Bargaining and Fringe Benefits" by James Black, Associated Industries of Cleveland, and another on "Collective Bargaining Today," by Clark Sorenson, Harris-Seybold Co., Cleveland.

AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION announced plans for its 1953 convention to be held in St. Louis in November. The convention will feature several top personnel people as main speakers as well as small discussion groups. The National Membership Committee of the Society under the leadership of Robert I. Jakus has prepared a full scale membership drive which has just gotten under way. The committee hopes to sign up 500 new members by Convention time.

What's New in Publications

THE IMPORTANCE OF INSURANCE IN EVERYDAY LIFE, the role it plays in our economy and the variety of job opportunities it offers to young men and women, are described in an orientation and recruitment booklet recently released by the *Fireman's Fund Insurance Company* and its affiliates. *Opportunity for You* is designed to inform new Fireman's Fund employees of their career potential with the company, and to interest career-conscious youngsters in the insurance industry.

Pictured in the pages of the booklet are the company's own staff members photographed in action on the job. Some of the vocational opportunities shown are selling, advertising, secretarial, engineering, actuarial, underwriting, claims adjusting, accounting, personnel administration and clerical jobs. In addition the brochure outlines educational advantages, training programs and the broad security benefit plans offered staff members by Fireman's Fund. Nor is fun forgotten . . . an important appeal to youth. There is a picture of some really vigorous square dancing, sports, and a chorus line, indicating that the insurance crowd is pretty sociable. Altogether, the booklet is nicely put together and should be appealing to young people entering the industry.

MUSIC IN INDUSTRY builds better employee and public relations according to a new pamphlet put out by the *American Music Conference*. Various kinds of musical organizations are described, from bands to glee clubs. This booklet is less of a how-to guide than the similar publication put out by the National Industrial Recreation Association, but it does give a very clear idea of what musical participation can do for workers in industry . . . and for management. The American Music Conference, a public service organization devoted to fostering increased participation in music,

cooperates with industry in developing fellowship and good-will through music. The services of AMC and its staff of field specialists are available without charge to assist industrial organizations in setting up or developing their music programs. Address American Music Conference, 332 South Michigan Avenue, Chicago 4.

MOUNTING UNREST AMONG WHITE COLLAR WORKERS, especially those employed in the offices of manufacturing companies, is foreseen by the *Research Institute of America*, unless industry sets up some kind of formal procedure to meet the needs of this rapidly growing group. A survey recently completed by the institute's Association Membership division shows that most companies have no grievance procedure of any kind for clerical workers "in spite of the fact that their white-collar people gripe just about as much as their production workers." Preliminary reports of the institute's study are contained in "Letter to Operating Management," a bi-weekly publication distributed to executives participating in the institute's supervisory program. The Research Institute is a private research organization with headquarters in New York, Washington, and Ottawa.

RECRUITMENT IS CONSIDERED FROM THE TEEN-AGERS POINT OF VIEW in a new pamphlet published by *Science Research Associates, Inc.*, *Planning Your Job Future*. The publication is one in the life adjustment series. Illustrated with gay drawings, and using rather large print, plenty of sub-heads, and a good sprinkling of dialogue, the booklet should be easy to take. Contents include, "There's a Job in Your Future," "What do You Like To Do?" "What Can You Do Well?" "What Kind of a Person Are You?" "Learning About Jobs," and "Choosing Your Future

Job." This should be a useful tool in the hands of the guidance counselor, and is worth the consideration of personnel officers as they plan more specialized appeals. It is available from Science Research Associates, Inc., 57 West Grand Avenue, Chicago 10, Ill. Copies are 40¢ each.

A SURVEY OF EMPLOYEE DEVELOPMENT PROGRAMS in 54 large corporations in New York State has been made by the *Division of Personnel Research, State of New York Department of Civil Service*. The survey shows that, of the 54 companies questioned, 39 had some sort of employee development program. In company conducted training the number now taking part, by individual firms, varies from 4 in the Gulf Oil Corporation, to 7700 in the Westinghouse Electric Corporation. Company administered training averages about one year in duration, with roughly $\frac{1}{3}$ of any individual's working hours devoted to it.

AS A SUPPLEMENT TO YOUR OWN PUBLICATIONS *Good Reading Rack Service* offers a new catalogue listing 78 assorted booklets. These are to be offered your employees, cafeteria style. The serve-yourself free distribution idea was originated by General Motors less than 5 years ago as an experiment in employee education and communications. Since then the idea has spread rapidly and, according to the Good Reading Rack Service, an estimated 1500 corpora-

tions are now furnishing employees with more than 5 million booklets a month on such varied subjects as economics, health, safety, spiritual guidance and social problems.

The latest booklet put out by the service is *Let Freedom Ring*, the struggle for a peaceful world. This account, according to the preface, of America's place in today's world, is intended to highlight the essentials of the present situation. As citizens, we should all know what steps have been taken to guard our national security. The issues involved rise above partisanship. The text is adapted from a publication of the United States Department of State. The rather blurred drawings seem somewhat crudely propagandistic, but the lists of citizens' rights and duties are useful.

Both publications are available from the Good Reading Rack Service, 76 Ninth Avenue, New York 11, N. Y.

WELCOME IS THE KEYNOTE of an orientation booklet put out by the *Federal Reserve Bank of Chicago*. Printed in two tones on rich, banking-type paper, and illustrated with sprightly drawings, the booklet covers the customary topics, from absence from work to the work week, and including paycheck information, personnel policies, problems, promotion, recreation, retirement, insurance and health. This good-looking handbook should help make the new employee feel at home.

Conferences, Courses, and Workshops

EMPLOYEE RELATIONS was the theme of the *seventh national conference of the College and University Personnel Association*, held in July at Michigan State College. Outstanding speakers and stimulating workshops combined to make a rewarding program. Dr. C. C. Killingsworth, former chairman of the Wage Stabilization Board, head of the Department of Economics, M.S.C., spoke on "Economic Trends Affecting Personnel."

"Counseling as It Relates to Personnel" was discussed by Dr. Raymond N. Hatch, Head of the Department of Guidance and Counselor Training, M.S.C. Howard Baumgartel, Assistant Study Director of the Institute for Social Research, University of Michigan, talked on absenteeism. "Personnel Research" was described by LaRoy Froh, Director of Research Bureau, Michigan Civil Service Commission. "Super-

visory Development" was considered by Robert M. Rompf, Continuing Education Service, M.S.C. Arnold Addison, Personnel Director, Ordnance Research Laboratory, State College, Pennsylvania, spoke on "The Need for a Personnel Department in a College," and Dr. Charles E. Irvin, Department of Communication Skills, M.S.C., talked on "Toward Better Human and Public Relations."

WHAT GOOD ARE YOU DOING? was the question that the *International Association of Personnel Women* dared asked themselves at the closing session of their conference held in Houston in April. They answered the challenge realistically by saying frankly that if they weren't helping their companies to make money they weren't doing much good. In order to be sure that they were doing some good, the women were advised by Guy B. Arthur, Jr., of Guy Arthur and Associates, Toccoa, Georgia, to begin by determining what the real problems are in each department. Find out, he suggested in his address, where costs are high, quality is poor, or service to customers is not as good as it should be. Then decide what can be done personnel-wise to improve unsatisfactory conditions in each department.

"Indirect Interviewing and Aptitude Testing to Reduce Turnover" was discussed at another session by Dr. Ronald F. Wilson, Director of Industrial Psychology Institute, University of Houston. Some of the conclusions of the panel over which he presided were that testing reduces training time and improves tenure. There is a problem of objective analysis in an indirect interview. Interviewers must be trained to make proper interpretations from this type of interview.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD is again offering the *Introductory Course in Personnel Administration* which has been much appreciated during the past two years. This seminar, with the full research staff of the Board's Division of Personnel

Administration as faculty, provides a unique opportunity for anyone feeling the need for a thorough grounding in this field. The schedule covers ten full days of lecture and discussion, beginning October 26. The charge for the course is \$360 per person. It is held at the Seaview Country Club, Absecon, New Jersey.

SKILL PRACTICE IN SUPERVISION was the title of a workshop for junior executives held in June by the *University Extension, University of California*. The workshop was sponsored by the *Institute of Industrial Relations*, School of Business Administration and University Extension. The workshop met on successive Wednesdays on the campus. Marvin A. Klemes, M.D. Consulting Industrial Psychiatrist, Beverly Hills, and Staff Member, Western Training Laboratory in Group Development, Idyllwild, California, and Irving R. Weschler, Ph.D., Assistant Professor of Personnel Management and Industrial Relations, and staff member, Human Relations Research Group, Institute of Industrial Relations, UCLA, served as leaders.

MARQUETTE UNIVERSITY MANAGEMENT CENTER, under the direction of Russell L. Moberly, announces a full schedule of conferences, workshops, forums and institutes for the coming year. The Management Center is the agency within the College of Business Administration of Marquette through which all management courses, conferences, workshops, forums, institutes, and research are coordinated and administered. Forums and workshops have been arranged for financial managers, training directors, management engineers, office managers, production managers, purchasing managers, personnel managers, marketing or sales managers, and industrial relations directors.

NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell

offered one-week seminars and workshops for people from business, industry, labor and government during the summer. Subjects included personnel selection and placement, conference leadership, health, welfare, and pension plans, communications, and community relations. The school also conducted six-week courses in industrial labor relations, and in industrial education.

CLINICS HAVE BEEN ADDED TO THE MANAGEMENT COURSE for middle- and top-level business executives, offered by the

American Management Association. Each clinic will last for five full days, and they are scheduled periodically throughout the coming year. The 500 or so executives who complete the course's four weeks of basic instruction each year will return for one of these sessions to compare on-the-job experiences in applying the course and to receive help in putting it to practical use. An informative brochure may be obtained from the Director, A.M.A. Management Course, Hotel Astor, New York 36, New York.

Looking Over the Employee Magazines

AMERICAN STEEL AND WIRE DIVISION OF UNITED STATES STEEL publishes *Wireco Life* each month. We're grateful to A. J. Beiler, editor, for sending us six copies at once so that we could get a more complete picture of the publication. Wireco features an effective series of picture stories on free enterprise, productivity, and the American way of life made possible by them. The May issue presents the annual report in pictures, and in terms of what the company's status means to one of its employees. Each issue of the magazine carries, besides the usual departments on promotions and personalities, a department for the women with practical ideas about homemaking, and a page for children. These pages should assure family readership.

PROVIDENT TRUST COMPANY OF PHILADELPHIA uses a tempting picture of a boat under full sail for its summer cover. The little magazine, *The Sower*, is neat, dignified, and informative as befits a trust company. The work of various departments is analyzed in several feature articles and activities of employees seem thoroughly covered. Editors Mary Elizabeth Gaylord and Stuart Bates Webb do a good job.

News for service men on the fourth of July. One of the purposes behind the special issue was to stimulate the writing of letters to servicemen. The issue contained a lead story promoting the idea. Industrial Relations Manager Arthur E. Giersten urged support of the program. There were tips on how to write a letter to a serviceman and samples of the right and wrong kinds of letters. More than two pages of names and military addresses of employees in service were published. W. H. Depperman, Director of Public Relations, is responsible for the news sheet.

THE PHILADELPHIA GAS WORKS NEWS is a good looking magazine published monthly, with E. M. Miller as editor. An employee purchase plan is described in a recent issue. PGW employees with service of six months or more may select one of three methods of payment: (1) cash at time of purchase, (2) thirty-day or three monthly payment plan, (3) payroll deduction plan. Purchases made by PGW people on the payroll deduction plan are not subject to carrying charges. PGW employees are not only encouraged but urged to purchase gas appliances at discounts. The magazine heads its news of retiring employees with the caption, "Leisure Bound."

OLIN INDUSTRIES, INC., EAST ALTON, Illinois, published a special issue of *Olin*

OREGON STATE HIGHWAY DEPARTMENT gets out a mimeographed, stapled newsheet called *Personnel Observations*. The July issue reports on social security and state retirement changes; on how to deal with ice cream—and people; Highway's new king-size group insurance plan; the blueprint section—a record of efficiency; and more brand new registered engineers for Highway. The newsletter, though very simple, is printed in two colors, and even runs some pictures. Just goes to show that an employee magazine doesn't have to be elaborate or expensive to do a good communications job. Gene Huntley is the editor.

ROBERT D. BRETH IN QUOTES ENDING (The Information Letter of Trends in Current Editing) for June reports on two new studies: "The Measured Effectiveness of Employee Publications," sponsored and published by the Association of National

Advertisers, and "Report 377 of the Employee Relations Bulletin," published by the National Foremen's Institute. From these reports Mr. Breth concludes that employee publications are the most important medium of communications with employees. Nevertheless the employee publication is not all it should be. It needs more management cooperation and better editing. Finally, it is evident that management still has to win the battle of ideologies, as the majority of employees either lean to the "left" or are "doubtful" as to the merits of private enterprise as a way of life. To help correct this situation, management must support an employee publication all out—and that means ample budget and good pay for editors—as well as letting the bars down on information. It also means that editors must increase their competency in both editorial and production techniques,¹ or they will not measure up to their jobs.

Participation Techniques in Training

Five articles by Eugene Emerson Jennings, which appeared in *Personnel Journal* from October 1952 to May 1953, have now been gathered together in a single reprint.

The titles of the articles may remind readers of their content. They are "Forced Leadership Training", "Advantages of Forced Leadership Training", "Multiple Comparison Training", "Conference Leading by the 'Pass Method'", and "Attitude Training vs. Technique Training".

Readers who are responsible for organizing and conducting their companies' supervisory training or executive development programs may like to have these stimulating and useful articles under one cover to keep at hand for reference, or to pass along to associates.

Single copies, 50¢ Ten or more, 40¢ each

THE PERSONNEL JOURNAL, INC., Swarthmore, Pa.

Just Looking, Thank You

When You Say That, Smile!

Whitney A. Rudy of the Ohio Bell Telephone Company, Cleveland, objects to use of the word *subordinate*, which he found eight times in a PJ article some months ago. "Most of us," he says, "will understand the author's use of 'subordinate'. We will not be thinking in terms of people beneath us, small rank, less than ordinary, and so on. But some will get satisfaction from seeing their own thoughts in print. They will feel more secure when they refer to their people by this ugly term.

"I believe," Mr. Rudy continues, "we must be extremely careful in all of our printed material that we sow positive attitude thoughts. Advancement in human understanding is such a slow process, and our gains are measured in minute measurements. To condone the acceptance of this word would make total progress more sluggish. . . . 'Subordinate' is still one of the pickets in the fence between management and non-management folks. Removing it will open another space where both can look through and understand each other better."

Wanted: a good synonym. Any suggestions? Mr. Rudy does not propose any substitute for this highly useful word.

"THIS REALLY BURNS ME UP!" says W. H. Thompson, Director of Personnel, General Insurance Company of America, Seattle. He refers to a worker's statement that he "didn't want to be known as a 'company man'", quoted in a PJ Spring issue.

"What in the name of this and that," asks Mr. Thompson, "is so bad about being known as someone who is proud of his relations with a good, going American business? . . . This character and thousands like him make up American companies, and it sickens me to have them publicly state that

they do not want to be known as people who are interested in the welfare and success of the group they belong to."

What on the current business scene "burns you up"? Get it off your chest in a letter to PJ. Just what we're "Just Looking" for in this department.

Music in Industry

Dell Lebo, of The Florida State University at Tallahassee, Department of Psychology, was doing a bit of research when he happened across a reference to what may be the earliest authenticated instance of the use of music industrially in America.

"It is generally supposed that music was not widely employed to increase production until about 1940. Cardwell and Burris-Meyer in an article entitled 'Music in Industry Today' asserted that the number of individuals who listened to music while they worked prior to 1940 probably did not exceed 500. Other writers seem to agree.

"So far as the writer has been able to find, the Jesuits in Paraguay may have introduced music at work. This was on quite a sizable scale, about the middle of the 17th century.

"Music helped the Jesuits reach regions which had not previously been penetrated by Europeans. The missionaries took their musical instruments along and played and sang religious melodies to the best of their ability. Natives invited them into their settlements to play for the old people.

"In establishing the Jesuit state, the fathers used music to overcome the Indians' aversion to manual labor. As the Indians were sent to work in the morning they marched to band music. They tilled the soil, felled trees and put up buildings to musical accompaniment. When they returned to

their villages they were again led by a band."

Live music yet! Thanks to Mr. Lebo for this interesting piece. He appended a list of ten references to the Jesuits and to music in industry, which we will be happy to lend to anyone wishing to read more on the subject.

Personnel's "Two-Foot Shelf"

Back in January this department asked readers what books they would include in a "two-foot shelf" for the personnel office, comparable to Dr. Eliot's "five-foot shelf" for the general public. In May, Dick Uhrbrock's list was presented. Mr. Uhrbrock heads the Research Department of Procter & Gamble's Industrial Relations Division.

Stanley Jones, assistant personnel manager of Allstate Insurance Co., Atlanta, would add to Dick's list a reference on the general philosophy of personnel administration, like Pigors' and Myers' *Readings in Personnel Administration* or their original book. "It seems to me," says Mr. Jones, "that an understanding of basic—and divergent—viewpoints is the first essential in our work." He would also add a book of techniques, such as A.M.A.'s *How to Establish and Maintain a Personnel Department*, or Dartnell's *Industrial Relations Handbook*. After noting a need for some book on labor law and labor relations he says, "Maybe I have kicked out the ends of the two-foot book shelf; nevertheless, I think it needs to be expanded, and decreased in spots. My hat is off to Dick for sticking his neck out and getting the ball rolling. I agree with him on the need for a better reference on training."

M. H. Fox, supervisor of salary standards and employee services for British Columbia Electric Railway Company, Vancouver, includes in his list the Pigors and Myers and Dartnell books mentioned above. He also names Calhoon's *Problems in Person-*

nel Administration, *Personnel Administration* by Tead and Metcalf, and Dale Yoder's *Personnel Management and Industrial Relations*. These are listed under the heading of general books. Under the heading of books dealing in detail with specific subjects Mr. Fox lists some 40 titles, from which the following are picked almost at random. *The Fundamentals of Top Management* by R. C. Davis. *A Handbook of Employment Interviewing* by J. M. Fraser. *Personnel Selection by Standard Job Tests* by C. A. Drake. *Human Factors in Management* by S. D. Hoslett. *How to Supervise People* by A. M. Cooper. *The Technique of Handling People* by D. A. and E. C. Laird. *After the Whistle Blows; A Guide to the Field of Recreation in Industry* by J. Petrill. *Manual of Job Evaluation* by Bengé, Burk and Hay.

We're still receptive on this subject. Is there any particular book, perhaps not too well known, that you have found especially helpful or stimulating and want to keep where you can put your hands on it at any time? Tell us what, and why.

Effective "External" Magazine

William Feather of Cleveland is one of the smoothest writers in these United States. And, as far as we know, the only place his writings appear these days is in the external house magazines he does for a number of companies. If you can get yourself on the mailing list of one of the Feather-edited magazines there's a treat in store for you. Few people can pick up a copy without reading it from beginning to end at one sitting.

The Mau-Sherwood Supply Co., 800 Lime Road, Cleveland 13, is one user of Feather services, which include printing as well as writing. The *Mau-Sherwood Magazine* we have before us carries company advertising on the four covers and the four coated center pages. The editorial content consists of short unrelated items. Some of

the items are two, three and four lines in length. Longest piece in the 28-page $3\frac{3}{4}$ " x $6\frac{3}{4}$ " booklet runs to less than 400 words. Probably the average length is 50 to 100 words.

Bill Feather likes people. He gets around a lot and writes of what he sees and thinks and feels. Food figures rather prominently; he lives alone and apparently enjoys preparing many of his own meals. But we wouldn't say his stuff is top-heavy on the domestic side. Among subjects in this single issue before us are: sunsets; a sure-fire way to get a good job; the New York Public Library; W. C. Fields; the words "debonair" and "gallant"; paunches; hot dogs, hamburgers and "cube steaks"; travel by plane; salesmanship; at what age a lamb becomes a sheep; John H. Patterson; ugly nudes; lettuce; clean U. S. cities; parakeets; cleaning out a desk drawer; the word "egghead" to designate an intellectual; roasted pumpkin seeds.

Employee house magazines, admittedly, don't give the editor as much scope as "externals" as to variety of content. But is there any reason in the world why the employee magazine shouldn't carry a scattering of inconsequential but interesting and sometimes amusing items unrelated to the business? Do we underrate the average employee's intelligence and literacy? They buy and read a fabulous number of magazines that are not all slanted to morons. Would some Feather-type stuff in your employee magazine or your combination internal-external help to get more magazines into employee's homes? Would it prove a sugar coating to get your magazine read more attentively, and thus make your straight company messages more effective?

Not by a long shot have we meant to imply that Feather-type items are easy to think up and compose. They quite definitely aren't. If you can do it, how about experimenting in your house magazine . . . and reporting to us what happens!

Spirit Makes a Winner

Perhaps we wouldn't have mentioned William Feather and his customer-slanted magazines except that we wanted to comment on one of his editorials. It concerns the perennial pennant-winning of the New York Yankees.

"For many years," says Feather, "our suspicion has been that any team that plays the Yankees has a strike against it before the players take to the field. The reason is that just being associated with the Big Town gives the small-town boys who play for New York a feeling of superiority."

Yankee manager Casey Stengel is quoted as saying, when asked why he thinks his club will win again, "I'm running a ball club that doesn't have as many fancy names as the other teams. But I'm also running a club that, when they put on their uniforms in the Stadium, makes them feel and makes them perform a little better than they know how."

Call it morale, *esprit de corps*, pride, or what you will—what wouldn't you as a personnel man give to have your company "team" imbued with such spirit!

Here's our question: To what extent is it possible to match the team spirit of a professional ball club in an industrial organization? What companies would you name as most nearly approaching this ideal? How do you get company executives, supervisors, office people and rank-and-file workers to feel that their interests are all wrapped up together and to "perform a little better than they know how?" How big a factor are profit sharing plans, bonuses? How important are working conditions, hours, vacations and the like? Or do you feel that the spirit of an organization depends largely on the personality of the top man and his "communicating" abilities?

This department will welcome readers' thoughts on this whole subject, or any element of it.

SITUATIONS WANTED

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available October 1st. Reply Box 237.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply Box 238.

PSYCHOLOGIST: Ph.D., desires executive or personnel position in large Company. Reply Box 243.

TRAINING DIRECTOR: Nine years experience in planning and organizing line and staff programs. Proven results in conference leadership, foreman training, methods improvement, department job and craft training. Married, 2 children, age 34. Desire to locate in East. Résumé on request. Box 244.

PERSONNEL DIRECTOR: 8 years experience in overall personnel administration in non-profit organization of 2200 people. Experience includes employment, salary and wage, training, placement, personnel research and analysis. Constant research and study of all aspects of management and personnel. Age, 34, married, two children. Prefer Mid-west location. Salary dependent upon future and executive program. Reply, Box 245.

LABOR RELATIONS: 5 years commercial sales experience, 2 years as job analyst in aircraft industry, 1 year law practice specializing in labor law, member state bar association, member American Arbitration Association, BA degree, LLB degree, age 28, married, veteran, 2 children; desire position with opportunity; will relocate, resume upon request. Reply Box 246.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 6

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HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

NOVEMBER

- 2-6 White Sulphur Springs, West Virginia. The Greenbrier
National Association of Manufacturers. 25th Institute on Industrial Relations. Sybil S. Patterson, Director of Employee Relations Div., N.A.M., 14 W. 49 St., N. Y. 20.
- 12-13 Boston, Mass. Sheraton Plaza Hotel
Council of Profit Sharing Industries. 6th Annual Conference. Roy S. Apple, Public Relations, Council of Profit Sharing Industries, First National Tower, Akron, Ohio
- 19 Pittsburgh, Pa. Hotel Schenley
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.
- 30-Dec. 1 Chicago, Illinois. Palmer House
A.M.A. Special Conference on Supervision. American Management Assn., 330 West 42nd Street, New York 36, N. Y.

DECEMBER

- 9 East Lansing Mich. Michigan State College. Union Building
Michigan State College. The Twelfth Workshop Conference. Paul L. Moore, Head, Department Business and Industry, Michigan State College, East Lansing, Mich.
- 29 Boston, Mass. Bradford Hotel
American Association for the Advancement of Science. 4th Visual Performance Session. Dr. N. Franklin Stump, Director, Consulting Services, Occupational Vision Dept., c/o Bausch & Lomb Optical Company, Rochester, New York.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

IT IS ALWAYS PLEASANT to have someone write how much they like *Personnel Journal*. My daughter wrote recently in a way that made us all feel quite pleased with the magazine.

"We've found a wonderful use for the PJ," she said. "Jeff (the editor's eight months old grandson) goes over and over it with real interest. It's printed on such tough paper, and the cover is such a nice color. He can chew it, throw it, suck it, yank it, and still it doesn't come apart. I have quite a problem with his rapid consumption of newspapers. But PJ is indestructible and I look forward eagerly, as the ads say, to the next issue." In a later letter Ginnie reports further; "Jeff has already eaten this month's PJ—yum, yum!"

MORE GENUINELY GRATIFYING is the type of report just received from Audrey Heusser, whose article "Employee-Written Publication Talks Up to Management" appeared in the June PJ. Mrs. Heusser, who is publications supervisor for Winchester Repeating Arms Company at New Haven, tells what happened after her article came out. She mentions "56 letters; reprint in Carman Fish's National Safety Council News Letter; half a dozen requests for tear sheets; two bids to speak before area industrial editors groups; a regular run on our 'Gentle Art of Reporting'".

Last month I suggested that we always welcome the opportunity to consider for publication articles growing out of the experience of readers. Mrs. Heusser's report indicates again that interesting PJ pieces are well read. What do you have to share with your fellows working and learning in the same field?

DOUG BROWN WAS KIND ENOUGH TO

invite me to attend the Industrial Relations Conference held at Princeton each year in September. As many readers know, Doug has for a long time been head of the Industrial Relations Section at Princeton University. It is one of the principal objectives of university groups of this kind to form a "bridge" between theory and practice—between university students and researchers in personnel administration and industrial relations and their counterparts in business and industry.

It is difficult to separate an institution from its leadership and it is particularly difficult to distinguish between Doug Brown and the Princeton Industrial Relations Section. One is easily reminded of the words of the old song: "You made me what I am today; I hope you're satisfied?" Most of us who have been to one or more of these Princeton conferences would answer the question in the song with a hearty "I am".

The most distinctive characteristic of this particular conference is the atmosphere of depth which it creates. The conference as a whole is characterized by its attention to what might be called labor statesmanship, using the word "labor" in its broadest sense as comprehending all activities of man in industry. I had a few minutes with Doug Brown to get some of his thinking on the planning of these conferences. He seeks always to stress fundamentals, and great effort is made to develop a program around subjects of current interest to most of those who attend. He does this by sending a check list to about 50 leaders in the personnel and industrial relations field. While the check list method is tendentious, it nevertheless gives a broad indication of interest which helps him design a good program. He emphasized that they never attempt to press any

special point of view on the conference, aiming rather to bring to focus what seem to be the problems of greatest current interest.

I told Doug I thought I saw a shift in emphasis during the past few years, away from policies and procedures and in the direction of attitudes. He agreed that this was, nowadays, a principal point of emphasis. I was particularly impressed in this respect by the talk given by W. J. Reilly, Manager of Labor Relations for International Harvester. It was clear that things he described as having been done by his company could be said to hang on a single thread—the attitude of management toward its people.

The general purpose of the conference might be said to be to provide for an interchange of experience among industrial relations people. This is most often done by discussing problems and their analysis, out of which emerges a series of examples of the best practice in dealing with such problems. It is obvious that no one company—says Doug—can be pre-eminent in all fields of labor activity. Consequently, even the best managed companies can benefit from hearing the experiences of others.

The whole tone of the conference is distinctly professional. Research is the bridge between the student in the university—undergraduate or graduate—and the practitioner in industry. Doug gave special emphasis to his view that it is not alone the results of research which are important but even more its communication. This communication of problems and research findings constitutes the traffic across the collegiate bridge between industry and the student.

I didn't get to see much of the winter-time activity of the Industrial Relations Section. There are many students taking courses in the section, both as undergraduates and graduates, and many of these, especially among the graduate students, are carrying on studies of various kinds, many

of which originate in a problem somewhere in industry.

These conferences have become so popular over the years that it has long been necessary to severely restrict attendance. This is done by limiting participation to a single representative from any one company. The high quality—and the high administrative level—of those who come to these conferences is always impressive evidence of the quality and importance of the conferences themselves.

In recent years, there has been a second activity expressly designed for younger men in the field of personnel administration or industrial relations. This is a four-day seminar designed primarily for men with no more than five years experience in industrial relations. Attendance is limited to 40 and it provides a broad program presented by leaders in their respective fields.

Among all the personnel conferences held in the country today, the annual Princeton conference is in a class by itself. Fortunately, not all such conferences are designed on the same lines. Of its kind, this one is pre-eminent, as is attested by the pressure for admission. Those who have been privileged to attend seem always to feel a deep sense of value in their participation.

SENIORITY AS A BASIS FOR PAY INCREASES AND PROMOTIONS was discussed briefly in this column back in May. I quoted Eugene Benge's finding that 76% of 15,227 union and non-union employees of 25 companies "expressed a preference in favor of merit-rating rather than length of service as a means of determining promotion".

Whiting Williams, employee and public relations consultant in Cleveland, was glad to have this subject brought up. "I've been viewing with alarm," he says, "the recent union pressure for making length of service a constantly bigger factor in promotions. I've felt that this threatened to bring the tragedy of an American 'working class'.

"So I have been delighted," Whiting continues, "to hear that at Hood Rubber in Watertown, Mass., (division of B. F. Goodrich) the union and the company have had two years' good experience with a new definition of seniority. In it, proper weight is given to such items as attendance, quantity, quality, versatility, adaptability, skill and cooperation. This strikes me as a perfectly grand development—one which, in line with Bengé's study, is likely to get good worker acceptance."

In sending Whiting a transcript of the article in Hood Rubber's union agreement which relates to seniority rating provisions, J. F. Leverone, Hood's director of employee relations, made this comment:

"Under this rating procedure, you will recognize that straight seniority applies when other things are equal. The Rating Sheet specifies the 'other things' and establishes a basis for evaluating them that is as objective as possible. Outside of Factor 1, length of service, all other factors tend to measure the employee's value to the company."

"Over the years in our labor negotiations there has been continued effort by the union to dilute the value of these other factors and to strengthen the influence of Factor 1. Despite the fact that dilution has taken place, we still feel that the presence of these other factors has helped the union and the employees to realize that these values still exist."

"The incentive remains, therefore, for the individual employee to strive for a good record on these factors, since his seniority rights, his job or shift preference, or his protection against layoff, may hinge upon the gain or loss of points listed under these factors."

Among the "other things" in addition to length of service which contribute to a Hood worker's seniority rating are these: workmanship, properly cares for tools, equipment and materials; satisfactorily performs two major jobs; satis-

factorily performs three major jobs; has capacity to learn another major job; is always willing to carry out instructions and requirements of job; notifies supervision regarding conditions that reasonably require attention; does not offer excuses or alibis to avoid accepting his proper responsibilities. Credit points are given for affirmative answers.

SEVERAL MONTHS AGO I HAD SOMETHING TO SAY about the importance of learning to relax. I'm afraid I didn't give any prescription for personnel people to tell them how to find enough time to do any great amount of relaxing! Perhaps a mellow philosophical state of mind is the foundation on which relaxation must be practiced.

One of the great philosophers of our day is Satchel Paige, a famous colored baseball pitcher who has been with the St. Louis American League team for the past few years. Satchel's specialty is filling in the breach for pitchers who get in trouble. He is probably unequalled as a relief pitcher. Collier's a few months ago carried an interesting story of the life of Satchel Paige and wound up with a brief statement summarizing Satchel's philosophy. It has been read by many and copied many times but probably should be framed and hung on the wall in every personnel office. It is:

1. Avoid fried meats which angry up the blood.
2. If your stomach disputes you, lie down and pacify it with cool thoughts.
3. Keep the juices flowing by jangling around gently as you move.
4. Go very lightly on the vices, such as carrying on in society. The social ramble ain't restful.
5. Avoid running at all times.
6. Don't look back. Something might be gaining on you.

SLOPPY WRITING IS THE RULE rather than the exception. This is particularly true in technical literature, especially that writ-

ten by the psychologist. Business and technical writing is frequently not only sloppy but often there is actual misuse of words. The following three sentences were taken from an article by two psychologists which appeared in one of the technical magazines:

"The role of tests in the counseling process is as varied as the viewpoints about counseling. The inability of counselors to break away from this concept of tests is probably one basic reason for the disinterest in tests. At the verbal level, at least, few will quarrel with the idea that . . ."

Here are three improperly used words in as many sentences. It is perfectly apparent that the use of the word "concept" is improper. Many people nowadays use the word *concept* whenever they can—just for the heck of it. What they should have said was: "The inability of counselors to break away from this way of using tests . . ." That's what he means and it's a more direct and "meaningful" way of saying it.

Basic is another word that slips in at every opportunity. In the sentence originally quoted, it could have been left out without disturbing the meaning at all. There is nothing particularly basic about the reason given, so the word is simply so much excess baggage, and a bit pedantic at that.

Our authors begin the next paragraph with a phrase that has become very popular in Washington, and which psychologists and many personnel people are now using at the slightest provocation. They say, "At the verbal level, etc." It is impossible to be sure from the context what is meant by the phrase "at the verbal level." If it means what it seems to mean the words might better have been left out.

HOW MUCH TROUBLE WOULD YOU TAKE to get out an employee magazine? Some companies spend a good deal of money and employ professional talent. Others seem to do it on a shoestring. The city of Austin, Texas, is in the latter class. Mrs. Bess Beeman is editor of their publication.

"Municipal". She wrote me in September as follows:

"Our personnel director brought me his copy of the PERSONNEL JOURNAL and called my attention to the paragraph complimenting our *Municipal*. And now, I have received my marked copy.

"I do appreciate your interest in my little publication. Even though it is only eight pages, it requires lots of thought and work. I do all of it except taking the pictures, and I direct the photographer, also. I try each month to create a better feeling among our personnel and to pay particular attention to some employee or some department not heretofore in the limelight. Also, when some department is being criticised by the personnel or by the general public, I devote much thought and space to offset this criticism by bringing out the many worthwhile and noteworthy accomplishments which save the city and the public money. However, since the employees like to have personals included, eight pages will not take care of very much else. Often, the pictures tell the story.

"We have an interesting mailing list covering Texas and some points outside the state, in addition to city personnel and civic clubs and interested Austin citizens. With your permission, I am now adding you to the list. Your criticism and helpful suggestions will be appreciated at all times."

RECENTLY I WENT TO CLEVELAND BY RAIL and upon arrival walked through the station toward the cab stand. As I walked along, I heard a girl greeted by a male friend. She called out to him in response to his "Good morning."

"Hello; good morning. Why don't you take me with you."

He called back heartily in reply: "I wish I could."

Ned Hay

Organizing and conducting a worth-while training program is an art. Success depends on many variables whose influence on the final outcome is hard to foresee. This is an account of one program and its unanticipated results, some of which—if not positively harmful—could hardly be entered on the credit side of the company ledger.

Unanticipated Results of a Foreman Training Program

BY WILLIAM H. FORM AND ARNOLD L. FORM
Michigan State College

THIS is a study of changes in work attitudes of employees during a foreman training program. The program was started under almost ideal conditions, and yet ended in deteriorated human relations. Although the training sessions were not marked by any open conflicts or dramatic events, their intended purposes remained unfulfilled. The company did not recognize the failure of its program. Consequently, it may continue to err in personnel administration.

The company is in a middle-size Michigan city. It makes automobile and truck parts. It employed about 1,000 workers at the time of the study. It was generally considered "liberal" in its personnel and industrial relations. Union and management officials agreed that labor relations were almost ideal.

115 PEOPLE ENROLLED INSTEAD OF EXPECTED 15 OR 20

Late in 1950 the company decided to have a foreman training program, in anticipation of expanding their plant and production. The Department of Sociology and Anthropology at Michigan State College was asked to conduct an evaluation of this training. The company posted the following notice on bulletin boards throughout the plant:

NOTE: This study was done under the auspices of the Social Research Service of the Department of Sociology and Anthropology of Michigan State College, C. P. Loomis, Head. The cooperation of the Department of Continuing Education of Michigan State College was instrumental in inaugurating the research. The field work was done by Sheridan T. Maitland.

To Our Employees

From time to time it is necessary for us to consider the addition of more supervision due to the enlargement of our working personnel which is due to our business growth.

Right now we would like to be able to add a few to our force of foremen and we are going to do it a little bit differently than we have in the past. We are looking for about 40 persons, approximately 35 years of age, to whom we can give an aptitude test conducted by Michigan State College, to determine first: Whether or not the individual is physically and temperamentally suited for supervision work. From this group of 40, we will select 15 or 20 who will take an evening course of 20 hours, 2 hours per week, for 10 weeks, at the vocational school, where instructors from Michigan State College will give a short course in foremanship. Of this group, we hope to find 4 or 5 outstanding individuals who can be used on supervisory work. The others may, or may not, be used in the future but will have at least had some training along these lines which should be helpful.

We are asking for volunteers who would be sincerely interested in this type of work and are willing to take this course on their own time, although the company will stand all the expenses.

If you are interested, please contact Mr. Smith and leave your name with him.

(Personnel Manager)

The company was surprised, if not embarrassed, by the response. One hundred and fifteen people registered for a program which promised to provide less than a half-dozen foreman jobs. Among them were 13 foremen, 3 union committeemen, 7 stewards, and 92 other shopworkers. It was obvious to management and the training agency that many of the applicants were unqualified either for the training or for possible future job placement as foremen.

A decision had to be made. Someone suggested that all of the applicants be allowed to take the training, for this would give the company an opportunity to present to one-tenth of its labor force some of the concrete problems which management confronts daily. Such a program, it was reasoned, would create even greater loyalty, understanding, and sympathy among the workers. Management accepted the idea and from that time referred to the training in its secret records as the "Management Indoctrination Program." It also decided to hold classes during working hours in the factory.

NATURE OF PROGRAM CHANGED WITHOUT NOTICE

The volunteers were not informed of the change in company policy. They were invited to attend the foreman's party at a local hotel. After the merriment they were given a preview of the program. Subsequently they were divided into seven groups, each containing approximately fifteen trainees. Each group met for a two-hour "training session" each week during working hours for eleven weeks. Classes were informal. There were no reading materials or examinations. Each week a new subject was discussed. They included: job placement, morale, safety, preventing grievances, costs and wastes, production schedules, maintaining discipline, good house-

keeping, and self improvement. Once a week the trainer reported his progress and the attitudes of the trainees to a committee of top management.

Fortunately, at the beginning of the study we obtained from the trainees their attitudinal responses to items which are described later. The same information was obtained at the end of the training. Such important and unexpected changes in attitude had occurred that an analysis of these changes was considered much more important than the technical evaluation of the training itself.

On the first and last days of the program the trainees were encouraged to write freely, fully, and unhurriedly on the following subjects:

1. Changes they would like to see in company policy or practices.
2. Evaluation of the company as a place to work, as compared to other companies they had worked for.
3. How their fellow workers regarded the training program.
4. Evaluation of the company's success in fitting a man to his job.
5. Rating of immediate bosses as supervisors.
6. Occupational aspirations and reasons for them.
7. Evaluation of program at end of the training sessions.

They were assured that what they wrote would be kept in strictest confidence—that neither the company nor the instructor would see their statements. To insure anonymity, the schedules were numbered. Everyone was requested to jot the number of his schedule on a piece of paper and to keep this paper in his billfold. During the final administration of the schedule, the trainees were requested to jot this number on the schedules they received. This made it possible to match responses with a high degree of validity. A content analysis was made of the responses given at the beginning and end of the course. In this way changes in attitudes and ideas that occurred could be seen.

The Trainees. Ninety-five workers, including 12 foremen, responded to both questionnaires. Only their responses are analyzed here. In general, the trainees seemed to be ambitious career-oriented people, 85% of whom aspired to jobs at or above the foreman level. They indicated a strong interest in the human problems of management. Most of them (90%) thought that they were working for a better-than-average company that showed some concern for fitting a man to his job. About two-thirds felt that they had good supervisors. They also reported that their fellow workers generally supported the idea of the company-sponsored training program. These attitudes are described and then compared to changes which occurred during the training period.

Job Aspirations. To get an idea of the job aspirations of the trainees, as well as some notion of why they might be taking the course, we asked:

"If you had a chance at a job for which you are qualified or could learn, what would it be?
What are your reasons for making this choice?"

Although the men had just volunteered to take a course in foremanship, only slightly

over two-fifths of them aspired to this type of job. About one-third desired higher clerical and managerial jobs, and less than one-seventh said they would be satisfied with skilled manual work. No doubt many of them hoped that the training program would help them become foremen, and start their climb up the management ladder.

Did the training program make foremanship a more attractive goal? Apparently not, for job aspirations shifted upward during the course. At the end of the course a significantly smaller proportion wanted to be foremen. The course apparently sharpened job goals. Twenty workers at the beginning signified no occupational preference or vaguely wanted a job "as high as possible," while only seven gave these responses when they completed the course.

Attitudes Toward the Company. The success of a foremen training program depends in large measure on the attitudes that workers have toward the company, its policies, its supervisors, and toward fellow employees. We asked:

"Take a minute to think about how you have been treated by your employers here and at other places. How does this company stack up against other companies as a place to work? Can you give us some reasons for your opinion?"

Nine-tenths of the trainees rated the company "above average". The reasons they gave related almost entirely to the personnel policy and human relations atmosphere. Almost no mention was made of wages and physical surroundings of work.

Despite the fact that there was little room for improvement, a small increase in favorable attitudes was indicated at the end of the course. Apparently the *general* attitude toward the company was positive and not significantly changed during the course.

Attitudes Toward the Company's Job Placement Efforts. To the worker, few things are more important than satisfactory job placement. This is especially important to those who have high aspirations, as did these trainees. This question was asked: "How does this company rate in fitting a man to his job?" Surprisingly, most of the trainees thought that the company did only an average-to-good job in placing its workers. Slightly over one-half stated that company performance was average in fitting a man to his job. Slightly over one-third thought the company did a good job. Only nine per cent thought that the company's performance was poor.

Was there a change or clarification of attitudes toward the job placement practices of the company? If anything, the trainees became more critical. There was an eight per cent decrease in the proportion rating the company's job placement effort as "good", a six per cent increase in the "average" response, and a two per cent increase in the "poor" response. Another apparent result of the instruction was that the attitudes of the foremen and other trainees became very much alike. This rapprochement meant that the foremen became generally more critical than the workers.

We may only speculate why a more critical attitude was evident at the termination of instruction. Perhaps the teaching stimulated both workers and foremen to visualize the possibility of creating a better job-fitting program.

Rating of Immediate Bosses as Supervisors. The question was asked, "How would you rate your immediate supervisor as a boss?" The answers revealed that the trainees considered their immediate supervisors to be generally "good". Over two-thirds ranked their bosses "good" or "above average", and almost three-tenths ranked them "average". Only four per cent thought they had poor supervisors.

At the end of the course, the trainees' attitudes were somewhat more critical. There was a six per cent decrease in the "good" ranking and a nine per cent increase in the "poor" ranking. Reasons for the rising critical attitudes toward the supervisors are unknown. However, the instructor had devoted much time to the subject of good or ideal supervision. No doubt the trainees compared the kind of supervision they saw on the job with the kind of supervision that should ideally exist.

Of the foremen, ninety per cent rated their supervisors as "good" at the beginning of the course, and this percentage remained unchanged at the end. Perhaps one reason why the foremen did not become more critical of their supervisors may be that they had first-hand knowledge of the difficulties encountered in supervision.

Suggested Policy Changes. Since these trainees were aspirants to management jobs, it was assumed that they probably had given some thought to what policy changes they would like to see. So we asked them:

"If you had the chance to change one or more policies or practices of this company, what would you do? Please give us your ideas in detail."

Most of the trainees gave this question considerable thought and some of their answers ran to a page or more. At the beginning of the course, eighty-nine trainees made 113 suggestions. Only eight per cent had no suggestion to make, expressing complete satisfaction with the present company policies. Almost three-quarters of the suggestions concerned human relations—less than one-fifth with technological changes.

At the end of the course the suggested changes in company policy were even more forcefully expressed. Apparently the course increased the awareness of the human problems of supervisors and managers. Eighty-four per cent of the trainees' suggestions dealt with human relations and only twelve per cent with technological changes. Whereas eight per cent had no suggestions at the beginning, only four per cent had none at the end of the course.

Attitudes of Non-Participating Workers Toward the Training Program. The success or failure of any program ultimately rests upon the attitudes and sentiments that the rank and file of workers have toward it. The trainees were asked to report how their fellow workers felt about the training course. When instruction began the trainees were rather optimistic about other workers' attitudes. Almost three-quarters stated that their fellow workers were favorably disposed toward the program. They conceived the prevailing sentiment to be, "If you think you can better yourself, go ahead."

The feelings expressed at the end of the course were entirely different. Responses

in the "favorable" category dropped from almost three-quarters to slightly over one-quarter. Not only were "unfavorable" responses doubled at the end of the period but another 22 per cent left the question unanswered. There can be no doubt that the workers developed a considerable amount of antagonism toward the trainees. The program tended to split the workers into two factions, the trainees and the non-participants.

Obviously, the results of the training program were not those planned. A box score of changes in attitudes as "positive" and "negative", from the company's point of view, reveals six areas of increasing skepticism or hostility and only one area of slight endorsement.

By the end of the training period, the occupational goals of the participants were raised unrealistically higher. They considered the job placement practices of the company with increased skepticism. Not only did they rate their supervisors more critically, but they attacked with greater vigor the existing working conditions and company's human relations policies. Far from indoctrinating the trainees with pro-management attitudes, the course engendered hostility in them, and stimulated even greater suspicion among the workers in the shop. The factors responsible for these unintended consequences may be briefly outlined.

REASONS FOR UNEXPECTED RESULTS OF THE PROGRAM

First, management changed the planned program in haste and acted in bad faith. The presence of an unexpectedly large captive audience persuaded management to change its objective from training to indoctrination.

Second, the company employed a poor recruitment method for training men. It over-played the importance of this program, for the men were made to feel they had legitimate right to become foremen.

Third, the purpose of the training program became suspect. For example, before the course was finished it was reported that another would soon begin. Not only did this idea strike the trainees as a threat to their "educational investment", but there were no signs of promotions or company expansion.

Fourth, there was poor "clearance" with the union. Although the company informed the union of the training plans it did not communicate and get approval or endorsement of closely related plans.

Fifth, the training program was poor in conception, substance, and execution.

The implications of this study are clear. When human relations are satisfactory, it is best to leave them alone, and not introduce a faddish program to improve things. Once a training program is inaugurated it should be strictly educative and not indoctrinary in nature. Also, training in human relations is a highly complicated job and should *not* be carried on by those with inadequate training and partisan perspectives. Most important, the impact of the program on the social structure of the *entire* plant (including the union) must be kept in mind.

Whatever he's called, the "Personnel Technician" is emerging or has already emerged as a key member of the personnel administration team. The author urges that the job be given a single name, which would help win for it the recognition it deserves, and that colleges offer courses designed especially to train people for the job.

Let Us Recognize the "Personnel Technician"

By JESS E. WILSON

Anglo California National Bank, San Francisco

FEW occupations have had as rapid or as great an evolution as personnel management. With the coming of collective bargaining, social security, benefit and welfare plans, wage-hour legislation, payroll taxes and government regulation, the personnel man has acquired recognition as a member of top management. Indicative of increasing personnel responsibility are the moves from a single-column to a multi-column payroll, from the open to the closed shop, and from job shortages to manpower shortages.

Since the early '30s there has been an ever-increasing field of knowledge to be mastered by the personnel officer. Today, keeping abreast of current legislation, court interpretations, wage and salary regulations, benefit plans and the personnel practices of the employment area demands full time study and research. The task of merely keeping informed is so great that there is not enough time for the personnel manager to do the other work for which he is responsible.

PERSONNEL DIRECTOR NEEDS HELP OF TRAINED PEOPLE

Clearly, the personnel manager of a large company today needs help. His work load must be divided. This division may be between the personnel manager and an assistant, or even several assistants, each of whom may in turn head a major operating sub-division.

No matter how the work load is divided, there are essentially two functions involved, i.e., personnel administration and personnel research. There is a growing realization of the importance of the research function. It is equally important that recognition be given to the person required to do the job, the "personnel technician."

The personnel technician should have an understanding of the principles of salary administration, and be familiar with current wage and salary regulations, wage-hour legislation, job and employee evaluation systems, and payroll practices. He should have a working knowledge of benefit programs such as retirement plans, group hospitalization and medical care, group life insurance, unemployment insurance, as well as sick leave and vacation plans. He should be informed on personnel policies and practices, for both the industry and the area.

Though personnel technicians are on the job today in many personnel offices, they are seldom recognized as such. Perhaps this is because they are frequently known by such titles as Assistant Personnel Officer, Assistant to the Personnel Manager, and Director of Personnel Research. In some cases they are called Personnel Specialists or Procedural Analysts.

It is important that the confusion caused by this heterogeneous titling be cleared up, and that the wide-spread existence of a job of this nature be recognized. Such recognition should induce more men to train for this type of work. There are few personnel positions for which training is more important, or which lend themselves so readily to training.

PERSONNEL TECHNICIANS LESS OFTEN "HOME GROWN"

A personnel counselor, placement interviewer, or even a personnel manager is best when "home grown". His greatest asset is a feeling on the part of the employees that he is their friend and understands their problems. The number of employees he can call by their first names is almost a measure of his effectiveness. The man who comes up through the company, who is well liked, who has natural inclination for working with people and a sincere interest in them, may become an excellent personnel manager, and there are many who have been "home grown" this way.

The personnel technician, on the other hand, must know the various ways to keep records, how to establish procedures, how best to state policies. This requires perspective. Often this perspective is best acquired by experience in more than one company. For this and other reasons, examples of successful personnel technicians who have come into the personnel office "from the back shop" are few.

The personnel manager and the personnel technician should supplement one another. To work well together, it is essential that the technician and manager shall each be willing to work within his own area. The manager should be primarily concerned with administration; he should rely upon the technician for the research needed to formulate policies and procedures.

This does not mean, of course, that the manager should abdicate his right to determine the policies and procedures to be studied, to decide when additional information and study are required, and then to pass upon the acceptability of the results. However, other demands upon his time are such that he must avoid doing work that may be delegated. He must have the faculty for evaluating the recommenda-

tions and findings of the technician without duplicating the detailed research study they required.

Likewise, the personnel technician must be content to stay within his field and avoid involvement in the administration of the personnel program. He must be careful not to usurp the authority properly vested in the personnel manager. He must avoid counseling directly with either employees or managers except when specifically directed to do so by the personnel manager. Even in such cases he should limit his advice to a specific problem so that he will not establish the practice of by-passing the manager. He must remember that it is the responsibility of the personnel manager to speak for the department, and that the manager must make all personnel policy decisions except those which management has reserved to itself.

SPECIAL COLLEGE COURSES NEEDED FOR TECHNICIANS

How, then, can personnel technicians be developed? If they can be trained, what type of training is required? The technician must know facts, principles, practices and theories. Though these may be gained through a long and carefully guided apprenticeship, the danger here is the possibility that the information may be gained without acquiring the perspective necessary for proper application.

Today we need the assistance of colleges and universities in the development of personnel technicians. There are, at present, some universities offering courses in personnel administration, vocational psychology, labor relations, and similar studies. However, these subjects are normally too general to provide the type of information required by the prospective personnel technician. To properly cover this field of knowledge, courses should be offered in: wage and salary administration; job evaluation; employee evaluation; employee insurance programs (group life, medical care and hospitalization, retirement and annuity, unemployment, etc.); recruitment and placement; wage-hour and other Federal state welfare legislation; leave, vacations and payrolling; personnel procedures; and the many other subjects in the personnel field. This information requires a course for each of the subjects listed. They cannot be covered adequately in a few class sessions.

By the recognition of the personnel technician position, three ends are served. *First*, the highly technical phases of personnel work today constitute a field of specialization requiring the full time services of men trained in this aspect of the field of personnel. By recognizing the job for what it is, better selection, fuller delegation of responsibility and more proper compensation are possible. *Secondly*, the technical knowledges are such that extensive training is required to master them. Only by a full understanding of the extent of the training needed can adequately prepared personnel technicians be developed. *Thirdly*, such training should be expedited by the development of adequate courses of study to cover fully the many types of information required of one serving as a personnel technician. It is of the utmost importance that the facilities of our large universities be enlisted for this purpose.

One of the supervisor's main jobs is to keep his people in a frame of mind contributing to sustained good production. To do this he needs to understand both himself and his people, and to have constructive attitudes. The authors cite a role-playing case designed to develop counseling skill.

Training Supervisors to Counsel

BY JULIA AND LESTER TARNOPOL, Management Consultants
Luckmann-Tarnopol & Associates, San Francisco

OFTEN an employee's complaints mask his true grievances. Suppose Bill, an employee, approached his supervisor with this complaint, "I can't make any money on this job because I have to keep setting up the machine for new material." The supervisor might answer this by explaining to Bill that all jobs are given out in a fair manner after careful consideration of all factors.

Suppose, however, Bill's real problem is that he is feeling low and unappreciated because a new machine was given to a man with less seniority. He has never understood why. The supervisor's explanation doesn't answer Bill's hurt feelings. Moreover, Bill has been cut off and he may never have a chance to tell his full story. If this happens, he will leave the office disgruntled without gaining any understanding of why he feels dissatisfied. Despite the explanation, Bill will continue to feel he is being treated unfairly.

UNDERSTANDING OF PEOPLE NEEDED BY COUNSELOR

Here is a case which requires real understanding on the part of the supervisor if he is both to locate Bill's real problem and successfully handle the situation. This is clearly a problem requiring skilled counseling. Yet, this is not an unusual matter for a supervisor to be called upon to handle. In fact, much of his job today involves counseling-type situations.

Many of the supervisor's daily tasks require knowledge of people, and could be made more effective by training in counseling. Such training can be of assistance to the supervisor both in his leadership of groups, and in his face-to-face relationships

with employees. As a matter of routine the supervisor deals personally with employees in:

- | | |
|--------------------------------------|---|
| 1. Interviewing candidates for a job | 7. Introducing procedural changes |
| 2. Inducting new employees | 8. Discussing an employee's progress with him |
| 3. Training new employees | 9. Handling complaints and grievances |
| 4. Giving out work assignments | 10. Listening to employees' personal problems |
| 5. On the job training | 11. Exit interviews |
| 6. Inspecting and checking work | |

All of these require skills in handling people. These are acquired skills and so may be developed by training.

Consider, for example, "handling complaints and grievances". Generally the first-line supervisor is the natural person to handle them. He usually has intimate knowledge of the employee's personality and general home and job situations. He is also most likely to be there when trouble arises on the job. How will he handle the complaining employee? Will he end the interview with the employee feeling satisfied and friendly or will he achieve the opposite effect? Most supervisors are not prepared to properly counsel employees unless they receive a good deal of training. Since a change in attitude on the part of the supervisor is often essential to achieving positive results, role-playing proves to be a valuable training tool.

ATTITUDES DETERMINE SUCCESS IN HUMAN RELATIONS

In the broadest sense, the study of employee counseling can achieve three main values. First, it can deepen self-understanding in the supervisor. Second, it can help the supervisor to understand and treat the employee as an individual person. Third, it can help the supervisor acquire positive, constructive attitudes towards employees. It is these attitudes which will really determine the value of the supervisor's counseling, as well as his total human relations effectiveness.

Here is a sample role-playing case used to train supervisors. The setting and situation are explained to the class and then two supervisors role-play the parts. This is followed by general group discussion of the case. It will be interesting to analyze the technique used by a supervisor who had received training in counseling and who acted the part of the supervisor in handling a complaining employee.

SETTING: Bill Jones, employee, eight years with a Paper Company, works a paper cutting machine. Though he is generally well liked, he is known as a chronic complainer. He is dependable and good in his work and his production is above average. He is married, has four children and is forty-two years of age. His supervisor, Fred Cork, is comparatively new to him. He has been with him for three months. Bill has gotten along fairly well with Fred but does not think Fred is the man his former supervisor was and has been quite critical of him.

SITUATION: Recently a new machine has been installed in the department. Bill thinks he should have been assigned this machine. He decides to have it out with Fred, his new supervisor.

Fred is sitting in his office working over some papers when Bill comes in.

Fred: (looking up from his work). Hello, Bill. What's on your mind?

Bill: Hi there, Fred. Guess you're busy.

Fred: Sure am, but have a seat. These new schedules take a lot of figuring. How are you today, Bill?

Bill: Well, I'm not feeling very good. Seems like I'm getting more jumpy and nervous all the time.

Fred: That's so? How come, Bill? What's been happening to you?

(Supervisor realizes from Bill's response that something is bothering him. He now shoves his work aside and pays full attention to what Bill has to say.)

Bill: I don't know. Things don't seem to be running as smoothly as they used to. So much racket around here a man can't get his work done. Makes me so jumpy that when I get home my wife wants to know what's the matter with me.

(This vague complaining does not give Fred much idea of what's really bothering Bill. Fred knows Bill must be leading up to something so he tries to keep the conversation open so that Bill can become more definite.)

Fred: Is that so? I guess I hadn't noticed any change because I'm new here.

(With this remark, Fred acknowledges the implied criticism without becoming defensive. He still wants to find out what is bothering Bill without getting into an argument or up a blind alley.)

Bill: Well, it seems to me things are a lot noisier. Now take that darned machine of mine. Why, it's getting worse every day. I can hardly hear anything else because of the racket it's making.

(Bill now shifts his complaint directly to his machine. This gives Fred a clue that something about the machine is bothering Bill. Since Bill's machine is no worse than most of the other machines, he is still not sure what is the matter with Bill.)

Fred: Have you been having trouble with your machine, Bill?

(Fred reflects Bill's feelings about his machine with this question.)

Bill: Well, you might not call it trouble, but lately you've been giving me a lot of changes in schedules, and you know that means I have to set that machine up for each change, and it's just been one darned mess.

(With this new complaint regarding changes made on the machine, Bill continues to build his case about the difficulties of working the machine.)

Fred: Guess you've been getting a lot of changes lately, Bill; sometimes that's the way business is. Got a new set of schedules on my desk this morning to give out.

(Fred agrees with Bill and doesn't argue the points Bill is making with him. He does *not* try to use his authority to tell him that's his job.)

Bill: Well, I don't think it's fair for you to give me so much of this stuff. Seems to me I've been getting most of this change-over work.

(Bill is still unable to come out with his real grievance because in the presence of his supervisor it is more difficult to justify his right to the new machine than it is to himself or his wife. He therefore substitutes this complaint for his real complaint.

Fred must be very astute in following Bill's conversation. If he picks up this complaint as the real complaint there will develop a discussion around the scheduling of work which really has nothing to do with what is bothering Bill. This would leave both Fred and Bill dissatisfied since Bill is likely to resist any solution which might be offered to this substitute, but unreal, problem. The supervisor must therefore test whether this is the real problem, and if it is not, continue to try and find what the real problem is.)

Fred: Guess this is something we should have talked over before, Bill. I want to be fair with all you fellows—seems like a lot of things have been bothering you lately.

(Still agreeing with Bill, but trying to get at Bill's problem. This remark tends to make Bill somewhat defensive and less willing to confide in his supervisor.)

Bill: (Hotly) Well, all the fellows out there know I'm getting most of the changes. They're all laughing at me. It's getting my goat.

(With this display of feeling, Fred sees for the first time that Bill reacts very quickly to anything he feels puts him in an inferior position. The supervisor begins to understand that something has caused Bill to feel he has lost prestige with the group.)

THE REAL "GRIEVANCE" BEGINS TO EMERGE

Fred: (Calmly and confidently) Why, Bill, in the short time I've been here I've found you to be one of my most reliable workers. If you've been getting more of the change-over work than the other fellows have, it's because I took for granted that you would do it right without a lot of wasted time.

Bill: That's good to hear, Fred. I know these schedules aren't all your fault. It's just hard to get them out on that machine of mine. After all, Jim got a new machine. How about my getting one too?

(After listening to this statement, the supervisor is sure that Bill needs more recognition, but is not sure whether the problem of getting a new machine is what brought Bill in to see him. He decides to explore further to find out.)

Fred: Well, that's a thought, Bill. You feel you need a new machine?

(Fred tests to find out how important the new machine is to Bill. He is reflecting Bill's feelings.)

Bill: I could certainly use one. I'm always having to fool around with that rattletrap of mine—something always needs fixing.

Fred: I expect that's so. Of course some of the machines are in even worse shape than yours.

Bill: I feel I'm entitled to a new machine because I've been here even longer than Jim, and he got one.

(This forthright statement by Bill makes the supervisor feel sure that he was on the right track, i.e. that a new machine has become Bill's problem since he feels he lost prestige when it was given to a man with less seniority.)

Fred: Yes, you've been here seven years—two more than Jim—and certainly have priority by seniority.

Bill: I don't mean that Jim didn't need a new machine. His was in bad shape—probably worse than mine even—but it just doesn't seem fair that he got a new machine before I did.

HAVING FOUND THE REAL TROUBLE, SUPERVISOR GOES TO WORK

Fred: I'm glad you brought this matter up since it has been bothering you. I think I know how you feel. We had to replace Jim's machine—it was giving us nothing but trouble. It would have been very difficult to switch Jim to your machine which is very different from his. And we would have had to break you in on the new machine. We gave the machine to Jim because it was similar to his old one, but I admit it probably doesn't seem fair to you. It was not easy to decide what to do.

Bill: Yeah, I can see that. There's more to it, I guess, than I figured. Jim would have a heck of a time with ol' Betsy. I didn't want his machine—I just wanted a new one myself.

Fred: Bill, I don't know when we will be getting another new machine, but I can promise you your machine will be given every consideration for retirement when we do. I want you to know that I appreciate your work in spite of the difficulties you have brought out. Your production is always right at the top. I know you are

one of our most reliable workers, and I guess it was partly because you have done so well on Betsy that I did not want to trust her to a new man.

Bill: OK then. I can tell you I feel lot's better about things now. I know you got your problems too.

Fred: Now about those schedules—I can change some of them if you want me to. How about coming in after lunch and we'll go over the work together?

(Knowing that the problem has been solved, but leaving the door open for further discussion.)

Bill: OK Boss, whatever you say is all right with me though. I'll be seeing you after lunch. Gotta get back to work now.

About the Authors

William H. Form is a professor in the Department of Sociology and Anthropology at Michigan State College, East Lansing. After acquiring his Ph.D. at the University of Maryland in 1944 he taught there and at Kent State University. His main interest is in industrial and occupational sociology. With D. C. Miller he authored a book *Industrial Sociology*, published by Harper in 1951, and has also written numerous articles for professional journals. Professor Form serves as consultant in industrial relations, Continuing Education Center.

Arnold L. Form, the other half of the brother team, is also a professor at Michigan State, in the Social Science Department. He took his doctorate in 1952 at that college having taught for ten years in public schools of New York state and at Michigan State. He is interested chiefly in evaluation of personnel services and personnel training, about which he has written for publication. At one time he was assistant to the director of public relations in Rochester's Department of Commerce, and has done clinical counseling at his college's counseling center.

Jess E. Wilson is a working illustration of the "personnel technician" whose recognition he calls for in this issue. Now in the personnel department of The Anglo California National Bank of San Francisco, he was formerly with the Trans-Arabian Pipe Line Company. For both he developed and installed job evaluation and salary administration programs, and has had a hand in many of the personnel activities he mentions in his article. Mr. Wilson did graduate work at Syracuse University and the University of Southern California before serving as assistant director of personnel for the Federal Power Commission, and personnel officer of the Foreign Economic Administration, and the Office of Foreign Liquidation.

Labor agreements should be both understandable and reasonably readable. Legalistic mumbo-jumbo sometimes serves only to bewilder. Since most grievances arise from misunderstanding, clearing up muddy expressions in company-union contracts could save many an arbitration fee.

Put Contracts in Plain English

BY THOMAS C. KENT, Director of Personnel
Daisy Manufacturing Company, Plymouth, Mich.

MANY of those frowns on the faces of the folks out in your plant are not necessarily due to their dislike of the supervisor . . . or of the company. It's because they're puzzled. They've been trying to read the Union-Company contract.

Listen to this: "Employees failing to meet properly set standards of production or quality or failing to satisfactorily handle the work in the occupational group to which they have been regularly assigned (unless due to causes beyond their control or the standard is in dispute) or employees not co-operating in the introduction and operation of new equipment or new production methods, may be transferred to lower wage classifications or otherwise disciplined but shall have the right to have such penalties reviewed in accordance with the grievance procedure."

UNDERSTANDABLE AGREEMENTS IMPROVE LABOR RELATIONS

That little gem, from the contract of a midwestern manufacturer, might have said: "Failure to meet production standards may result in transfer of the employee to a lower-paid job. Employees retain the right, however, to appeal such a transfer through the grievance procedure." In this second version 54 words, many of them adding little to the sense of the paragraph, were dropped. Other words were shortened.

In the interests of good labor relations, it's time we reviewed our union agreements from the standpoint of *understandability*. In most of them there's far too much legalistic phraseology.

Here's a random sampling of redundancy and clichés from a single page of another agreement: "*deemed and held.*" "*hereinafter referred to.*" "*hereinabove stated.*" "*The parties hereto and any employees affected shall perform and abide by.*" As far as the average employee is concerned, our labor agreements are strictly labored. Without a

doubt, some of the legal eagles will lift learned eyebrows at a few of these observations, and solemnly warn all hands about the pitfalls of contracts not worded in the stilted phraseology common to the law-courts.

But it should be fairly widely accepted by now that labor contracts are "living documents", as Walter Reuther cogently phrased it in another sense. Why shouldn't they be couched in the living language? Their sole purpose is to define clearly for all parties the paths which union members and management representatives must follow.

Grievances, in most cases, arise out of misunderstanding on somebody's part. If the "misunderstanding" is deliberate, it only strengthens the case for clearer language. Arbitrators and umpires have become necessary because of the inability of companies and unions to agree on the meaning of contract phraseology. When you've paid a skilled arbitrator \$100 to \$150 a day to tell you what it says in your union contract, somebody has been guilty of writing a poorly-phrased contract.

As a sample, here's a little dandy: "Company and union agree that the time standards are not negotiable, but must be considered correct unless otherwise found in error." Wonder what they had in mind? The company whose contract it helped to confuse built a great many automobiles last year—and we'll wager they paid legal retainers totaling many, many thousands of dollars. It would be interesting to know the cost of the man-hours involved in grievances which questioned time standards which were "not negotiable but must be considered correct unless otherwise found in error"!

PLAIN WORDS AND SHORT SENTENCES CONVEY CLEAR MEANING

To serve their purpose, union contracts should clearly define the paths of right and wrong for all parties. When they do, the number of grievances declines. Before signing your next union agreement, check its understandability.

Use short, simple, words. If you use more than 165 syllables for each 100 words, you aren't being understood. You're writing for college graduates, not production employees.

Use familiar words. The fewer legal or technical words the better. We're told that the average top business executive's vocabulary contains upwards of 50,000 words. But the average man-on-the-street will recognize less than 10,000 of them.

Get rid of rubber stampisms like "hereinbefore," "aggregated," "shall be subject to," "hereto," and all of their confusing ilk.

Use short sentences. For easy reading and understanding, few sentences should exceed fourteen words. Paragraphs of more than 40 words border on the monotonous and confusing. No foreman's attention should lapse when reading your union contract.

Of late years, there has been an unfortunate tendency for union contracts to become more and more voluminous. Several in the writer's file exceed sixty printed pages in small type, pocket size. One has 150 pages; another more than 190! A lot

of people think that, the more carefully phrased and legalistically expressed the contract, the more grievance situations can be avoided. But I doubt it. The best formula yet devised for good relations with the union is: Write a simple agreement, in good faith. Then live up to it, in good faith. Nobody ever won friends by proving he was cleverer than they.

Even the man in the plant will appreciate it when he can understand his own contract with management. Certainly he's less apt to believe he's mistreated if he knows *exactly* what the company can do for him, and what it can't.

The writer, too, is guilty. There are a couple of turgid paragraphs in our last union contract nobody is very clear about—including the director of personnel!

About the Authors (Continued from page 221)

Mrs. Julia R. Tarnopol is Associate Director of Research and Training with Luckmann-Tarnopol & Associates, management-engineering consultants, San Francisco. She has degrees—B.A., 1945 and M.S.W., 1948—from the University of California in L. A. and the University of California, respectively. She was lecturer in social welfare, Graduate School of Social Welfare, at the university from 1948 to 1952. Formerly a consultant to, and director of research for, the Oakland Council of Social Agencies, Oakland, Cal.

Lester Tarnopol is Director of Research and Training in the firm named above. He is on the faculties of psychology and engineering of the City College of San Francisco. Has a BS and a MS from the Massachusetts Institute of Technology, and an ScD from Harvard. He has been associated with Loyola University in L. A. as professor of mathematics, with the University of Kentucky as associate professor of metallurgy, with the University of San Francisco as visiting lecturer in education, with the University of Southern California as lecturer in metallurgy, physics and mechanical engineering, and with Harvard as research associate in geophysics.

Thomas C. Kent, Director of Personnel, Daisy Manufacturing Company, Plymouth, Michigan, has been active in the personnel field since 1939, except for a 4-year interval during World War II when he was in the Naval service. A graduate of the University of Detroit, he has been a staff lecturer in the Bureau of Industrial Relations at the University of Michigan and has written for several personnel and labor-relations journals.

Toward a Better Understanding of Group Dynamics

By Doris D. Hay

GROUP DYNAMICS. Edited by Dorwin Cartwright and Alvin Zander. Row, Peterson and Company, Evanston, Ill. 1953. pp. 628.

LEADERSHIP AND GROUP PARTICIPATION. By William Foote Whyte. New York State School of Industrial and Labor Relations, Cornell University. Bulletin No. 24, May 1953. pp. 49. \$.35.

PATTERN FOR SURVIVAL. Teachers College, Temple University, Philadelphia. Fels Group Dynamics Center. 1952.

The term *Group Dynamics* is properly applied to the study of the laws underlying group behavior. The late Kurt Lewin, who believed that the forces underlying group life could be revealed by scientific experiment, is the father of the present widespread research on the subject. *Group Dynamics: Research and Theory*, edited by Dorwin Cartwright and Alvin Zander of the Research Center for Group Dynamics, is a collection of reports of such research prepared by fifty scholars. Hypotheses derived from observation have been submitted to analysis and controlled experiment and the results have been classified in this book under six major headings: Approaches to the Study of Groups, Group Cohesiveness, Group Pressures and Standards, Group Goals, Structural Properties of Groups, and Leadership.

These papers, previously published as chapters in books or in scientific journals, are not written for popular consumption

but would be readily understandable to personnel and training directors and others who direct groups. Many of the situations studied were set up in college classrooms but teams have also gone into industry, housing projects and social work groups. The United States government has promoted such research in Naval, Air Force and Army units.

The editors have purposely omitted the pioneer work in this field and have confined themselves to descriptions of projects now in progress. In the introductory chapters which precede the papers in each classification, references to background literature on the subject are given. The book is planned for use as a text in social psychology as well as in courses on group dynamics.

APPLICATION TO INDUSTRY

Of special interest to personnel workers is chapter 19 by Lester Coch and John R. P. French, Jr., which describes resistance to change. The experiment involved three degrees of participation by workers in planning how groups transferred from one department to another should be handled. The results indicated that the more the worker participated in planning, the faster maximum production was reached.

Jacob Levine and John Butler repeated Lewin's classical experiment regarding group influence on changing behavior in

an industrial situation, and report it in chapter 20. Their problem was to find the most effective method of getting supervisors to improve ratings of workers' performance. Their findings confirmed Lewin's original findings—that is, that group discussion followed by group decision is much more effective than the lecture method.

In Chapter 21 a summary is given of a number of Kurt Lewin's studies in group decision. Chapter 23, another that is especially interesting to workers in industry, describes the relative value of co-operation and competition in reaching goals of group effort.

The section on leadership is well worth reading by people engaged in training processes. Especially helpful is chapter 40 which describes leader behavior and member reaction. Experiments proved what most good trainers know, that leadership is most effective when the leader shows respect for the purposes and goals of the individual worker.

That the principles of group dynamics can easily be misunderstood by people with only a superficial experience in the field is the caution expounded by Dr. William Foote Whyte in *Leadership and Group Participation*. While not a how-to-do-it manual, it is written in simple language and describes successful group projects as well as those that failed to produce measurable results. Two chapters make especially interesting reading—"Freudian Concepts of Group Relations" and "The Contribution of a Discussion Leader to the Quality of Group Thinking—Effective Use of Minority Opinions".

Another publication of interest is *Pattern of Survival*, the little report of The Fels Group Dynamics Center of Temple University, Philadelphia, whose primary purpose is training for democratic living. The center, which opened in the Fall of 1950, aims at a continuous application of the accumulating body of knowledge of group dynamics to social action.

Other Recent Books

THE WRITINGS OF THE GILBRETHS. Edited by William R. Spriegel and Clark E. Myers. Richard D. Irwin, Inc., Homewood, Ill., 1953. pp. 513, vii. \$7.50.

Nine books condensed into one, this work is a major contribution to the management field. About eighteen hundred pages have been edited to bring you the essence of the famous writings of the Gilbreths. These early books, 1908 through 1917, are no longer readily available. Too, this work serves as an excellent companion to the compiled reprint of Taylor's books (Harpers, 1947). There are many references to Taylor's books and the editors tried to minimize duplication "found in detail in other writings" and within the Gilbreth books.

The books edited are Field System 1908, Concrete System 1908, Bricklaying System 1909, Primer of Scientific Management 1914, Motion Study 1911, Applied Motion Study 1917, Motion Study for the Handicapped 1917, Fatigue Study 1916 and The Psychology of Management 1914.

Readers of PERSONNEL JOURNAL, in particular, will be interested in this compilation. It stresses repeatedly the relationship between the productivity gained from "scientific management" and the better living, greater job satisfaction and higher personal development we all derive as a result.

All readers will find these writings quite modern in their stress upon "cooperation within industry" and "recognition of the individual." In addition, my reaction

is that many fundamentals set forth here are still far in advance of common practice. Maybe Jim Rice's comment, that it takes fifty years for a new idea to be adopted, dates some principles written here at 1960 or later.

The *how* to reduce enormous waste in industry is greatly overshadowed by the *why*, as I read this book. Therefore, it should be read by all management men, especially union leaders. My experiences suggest that we can look forward to much greater improvements in our living standards than those we have already enjoyed. The *when* depends mainly, as I see it, upon overcoming our too human trait of "resistance to change".

Phil Carroll

ARMY PERSONNEL TESTS AND MEASUREMENT, TM 12-260. Department of the Army, April 1953. pp. 125, \$.55.

This is a well constructed and clearly written description of all the problems encountered in establishing tests or other measures of Army personnel for placement. Most of what is said would apply equally in industry.

The manual is written for the layman, but was prepared by professional people. In addition to a chapter on personnel measurement as an aid to personnel management, there are chapters on the technical problems of criteria, the meaning of scores, ratings, self description methods, etc. It is technically sound and would be informative to anyone not trained in this field, but who wishes to gain a good over-all understanding of the problems of tests and their use. About the only flaw that can be found is the excessive and improper use of the word technique as a synonym for method.

Copies of the manual may be obtained from the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C.

E. N. H.

JOB EVALUATION IN AUTOMOBILE AND AUTOMOTIVE PARTS INDUSTRIES. By W. R. Spriegel and E. Lanham. Bureau of Business Research, The University of Texas. pp. 188, \$1.00.

This is the fifth of a series of personnel studies, all but one of which have surveyed the activity in several industries in job evaluation. It is an examination of the practices and methods used by 64 automobile and automotive parts manufacturers. It is essentially factual and will be of interest to anyone connected with those industries.

E. N. H.

THE EFFECT OF TRAINING ON DISCUSSION LEADERSHIP—*An Experimental Test*. By Norman R. F. Maier in *Human Relations*, a quarterly journal, volume 6, number 2, 1953. Published by Tavistock Publications Ltd., London, and The Research Center for Group Dynamics, Ann Arbor, Mich.

How to maintain personnel satisfaction while changing established work methods is the theme of this 12-page study. The described experiment, of traditional design, was conducted during a program in which 176 frontline and intermediate management personnel were given 8 hours of training and 4 hours of discussion on permissive techniques of handling group discussion.

Multiple role playing was used in dealing with a practical problem involving a change in work where there is resistance to change. The identical problem and roles were assigned to 44 groups of the trained personnel and to 36 groups of untrained personnel of comparable management status and background. Four men were in each group.

Maier reports that about equal proportions of both kinds of groups achieved a successful decision. The most striking of his findings reveal a significant difference in numbers of compromise solutions and failures reported. 50% of the untrained

groups failed completely to reach a decision as against 4.5%; while 36.4% of the trained groups arrived at compromise solutions as against 0%.

Employee (participant) satisfaction was equal regardless of the style of leadership in those groups where solutions were achieved, but was significantly in favor of the permissive groups where failures occurred.

While the study is well-designed to find solutions to questions raised by Maier, it is possible that other treatment could have been applied with even more fruitful results. One wonders, for example, what the results would have been in groups where only the leader was trained. With the large number of groups involved, this variation would have appeared feasible.

As with all experimental studies, generalization of findings should be limited to the sample and conditions involved. Maier, of course, is well aware of this and is cautious in his conclusions. One can't help wondering whether the results would have been the same under real-life conditions. While Maier raises this question and reviews it sensibly, his reasoning would appear to have more validity if the roles assumed by the participants had been more in keeping with their real-life role in intermediate management.

Nevertheless, this is an interesting report that carries the use of permissive techniques in group discussion a step further. Careful reading should give rise to many constructive ideas for industrial application.

S. M. Rappaport

CASE STUDIES IN COLLECTIVE BARGAINING. By Walter Hull Carpenter, Jr. Published by Prentice-Hall, Inc., New York, 1953. pp. 465. \$4.95.

This book is organized in four main parts: union and management power; negotiation of the agreement; administration of the agreement; third-party settlements of disputes. Under each heading and subheading, from three to nine cases are cited. Following each case is a list of discussion questions.

Case No. 4 under "Management Power in Collective Bargaining" deals with the Philadelphia typographical strike of 1948. It will serve as an example. Treatment of the case covers 20 pages. First we are given background information about the printing business, its market, the competitive situation, the cost structure. Then we are told about the union and its place in the Philadelphia picture. Next we learn about the association of employers in the printing business in Philadelphia. Finally we come to the strike—how it was conducted by the union, combatted by the employers through their association, and settled after six months.

Personnel men who want a clearer understanding of the forces involved in labor negotiations, and the methods used by both management and labor in settling disputes, will find this book both readable and enlightening. The author is chairman of the Department of Labor, Babson Institute of Business Administration.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

Leadership Climate, Human Relations Training, and Supervisory Behavior. By Edwin A. Fleishman, Human Resources Research Center, USAF Air Training Command *Personnel Psychology*, Vol. 6, No. 1, Summer 1953, 205-222.

Industrial organizations are becoming more deeply concerned with promoting harmonious working relationships among their members. Evidence of this can be seen in the increasing number of leadership training programs which have been set up in various industries. The few systematic evaluations which have been made of such programs consist largely of pre-post tests of the trained group in the training situation. In contrast, the study described in this article attempted to evaluate a leadership training course for foremen after the foremen returned to the company. The findings seem to indicate that the "back-in-the-plant" leadership climate may be a more important factor when the foremen return to the industrial environment than anything they learned in the training course.

The study was done by means of questionnaires. Four groups of foremen, 122 in all, in a motor truck plant made up the primary group. One group of foremen had not been trained, but the other three had taken the leadership course. Questionnaires were also filled out by 60 supervisors above these foremen and 394 workers drawn at random from the foremen's work groups. Each foremen filled out a Leadership Opinion Questionnaire, a Supervisory Behavior Description which described the foreman's own boss, and a blank entitled "What Your Boss Expects of You."

No significant relationships were found between personal data items and the attitudes and behavior of the foremen. What did seem to make a difference in how

different foremen behaved was the kind of boss under whom the foreman himself had to operate. Those foremen who operated under a supervisor who was "considerate" toward them, tended to express more "considerate" attitudes toward their own workers. The workers themselves also reported that these foremen *behaved* more considerately toward the workers. The same "chain-reaction" effect was observed in "structuring" behavior. Those foremen who were under bosses who planned a great deal, stressed deadlines, assigned people to particular tasks, etc., tended themselves to score higher in their "structuring" attitudes.

Tests given the first day and again the last day of the training course indicated a general increase in "consideration" attitudes. A comparison of this before and after evaluation with what happened in the actual plant situation showed a big discrepancy. The kind of supervisor ("leadership climate") under whom the foreman operated seemed more related to the attitudes and behavior of the foremen in the plant than did the fact that they had or had not received leadership training. If the old way of doing things in the plant is still the shortest path to approval by the boss, then this is what the foreman continues to do. In order to make permanent changes in the foreman's behavior some changes in the plant environment would also seem to be necessary.

The author discusses at some length the interaction between leadership training and the social environment in which the foremen must actually function. He regards his research as exploratory in nature and suggests a number of further investigations which should be made.

Rating Patterns for Maximizing Competition and Minimizing Number of Comparative Judgments Necessary for Each Rater. By Ray H. Simpson, University of Illinois. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 290-292.

The rating patterns described in this article are applicable when the situation contains the following features:

- (a) A large number of individuals or written products are to be ranked.
- (b) The time required for the ranking is considerable.
- (c) A large number of judges are to be used to insure reliability.
- (d) Each individual or product should compete with as many others as possible.
- (e) The group with which a particular individual or product competes should represent a random sample of the total group of competitors.

In a situation of this sort the paired comparison method would be impracticable. For example, if 40 individuals are to be ranked, each judge would have to consider 780 pairs. In another method, each individual is compared with a scale of five selected "key" men. The rating patterns described are much less time-consuming than either of these methods.

The tables reproduced in this article show clearly how the rating patterns are developed. It should not be difficult to modify the method and use it in many kinds of situations.

The Relationship Between Rater Characteristics and Validity of Ratings. By Dorothy E. Schneider and A. G. Bayroff, Personnel Research Section, TAGO, Department of the Army, Washington, D. C. *The Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 278-280.

The Personnel Research Section of the Department of the Army is responsible for

the development of efficiency reports for Army-wide use. In this connection they have made a series of studies aimed at identifying personal characteristics of raters which are associated with more valid ratings. The study reported here was concerned with the validity of ratings by raters differing in three characteristics: aptitude test score, academic achievement, and rated over-all value to the Army.

The subjects were 400 officers enrolled as students at the Army Command and General Staff College. The course was 42 weeks long and the students were in close touch with each other during this time. The officers were grouped in classes of about 35, and they were asked to rate their class associates. In this way each officer served as both rater and ratee. The criterion measure was an appraisal of over-all value to the Army.

The officers rated each other using four techniques: two 8-point scales of over-all value (one signed by the rater and the other unsigned), and two forms of the forced choice technique. Rater groups were divided into highest, middle and lowest thirds on the basis of aptitude test score, final class standing, and on the criterion rank of over-all value achieved. For each third of the groups, separate validity estimates of ratings were computed.

It was found that raters who scored high on aptitude, achievement at the College, and over-all value to the Army produced more valid ratings than did raters who scored lower on these variables. This trend was particularly consistent for the 8-point rating scales.

Psychological and Personal History Data Related to Accident Records of Commercial Truck Drivers. By James W. Parker, Jr., Tufts College. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 317-320.

A research project is being carried out at North Carolina State College at Ra-

leigh, the general purpose of which is to improve the method of selecting truck drivers to be employed by a large trucking company. The subjects for this particular part of the study were 104 truck drivers who were still employed by the company on a certain date, and who had been trained at the Driver Training School. All subjects had been tested at the training school, but in most cases the test results were not used in the employment procedure by the company.

The criterion was the accident rate on the basis of the number of accidents per 5,000 miles. The accidents were classified as preventable and non-preventable by the safety department of the trucking company.

The distributions of scores for the entire sample of 104 drivers on the psychological test data and the personal history data were divided into two groups, accident group and non-accident group, with respect to each of the two criteria, preventable and non-preventable accidents per 5,000 miles. The accident group for each of the criteria was further divided into upper and lower halves, excluding the accident-free group.

T-ratio was run between the means of the groups for each of the variables as follows: between the accident and non-accident groups, and between the upper and lower halves of the accident group. The six variables having the most significant t-ratio were then analyzed by the Wherry-Doolittle method.

Parker concludes:

- "1. A difference seems to exist between preventable and non-preventable accidents.
2. Psychological traits, as well as sensory capacities, are important in analyzing the accident liability for preventable accidents, while only personal history data and sensory capacities seem to be important in analyzing the accident liability for

non-preventable accidents."

The use of accidents per 5,000 miles driven as the criterion is good because it tends to control the factor of exposure to accident hazard. Total number of accidents is more often used as a criterion in such studies.

Predicting Success in Dental School. By Wilbur L. Layton, University of Minnesota. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 251-255.

This article is worthy of attention because it stresses the importance of making validity studies in a specific situation. Since 1946 the Council on Dental Education has sponsored a testing program for entering freshmen in dental schools. This study presents data to show how well these tests predict success in the University of Minnesota Dental School.

The subjects were the classes that entered the dental school in 1946 through 1949. The results of five tests in the battery were correlated with freshman grades in the dental school and also with each other. For the class of 1946 grades for all four years were also available. The coefficients of correlation fluctuate by variable and from year to year; and in general the five tests are not highly related to grades earned by students in the dental school.

The variability in coefficients of correlation suggest that *findings based on one group or a nationwide study should be applied with caution in working with another group* for counseling or admission purposes. This caution applies to the use of norms derived from another situation.

Socio-Psychological Factors in Industrial Morale: II. By Raymond E. Bernberg, Los Angeles State College. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 249-250.

The group morale test on which this study is based is a projective type, paper and pencil test using the "direction of

perception" technique of attitude measurement. There are 34 items in the test, all equally weighted.

The self-rating of morale by the workers was taken as the criterion and the 34 items of the group morale test were analyzed. Four items from the test produced a multiple R of .96 with the criterion. This leads the author to conclude that in developing and controlling work groups it would be wise to give special consideration to the following four factors:

- "(1) satisfaction of men from working together;
- (2) increase in production as a result of group effort;
- (3) intimacy of workers with each other beyond, as well as in, the work surroundings; and
- (4) the individual level of aspiration to get ahead."

Dimensional Analysis of Motion: VI. The Component Movements of Assembly Motions. By Robert Smader and Karl U. Smith, The University of Wisconsin. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 308-314.

This article continues the series of studies on the Analysis of Motion which have been appearing in the *Journal of Applied Psychology*. The diagrams show a board with 48 holes and three pin supply bins which can be arranged in different positions. The pins are small, medium and large. The basic principle of operation of the electronic analyzer is that the subject acts as a key in the circuit and thus sequentially activates different relays and clocks during the different stages of the assembly motion.

Forty-six right-handed college students were used as subjects in the experiment. These subjects were given standard instructions to fill the assembly plate with pins according to a sequence, which was kept constant for all subjects. One complete filling of the plate constituted a trial. The subjects performed two trials per day for each of three consecutive days. The as-

sembly motion was divided into four movement components: grasping, positioning, loaded travel and non-loaded travel.

Practice does not affect uniformly different types of movement in the assembly task. The efficiency of the two manipulative movements, positioning and grasping, are changed the most by practice. In contrast, the travel motions show very little change with practice.

The authors stress the fact that the electronic methods of motion analysis described in this report provide, for the first time, economical methods of obtaining reliable measures of movement components in assembly skills. These methods lay the foundation of scientific study of motion in terms of modern experimental designs.

A Validation Study of "How Supervise?" By Joseph Weitz and Robert C. Nuckols, Life Insurance Agency Management Association, Hartford, Conn. *Journal of Applied Psychology*, Vol. 37, No. 1, 1953, 7-8.

This is a study to determine whether "How Supervise?" is related to success as a district manager in an insurance company. Seventy-eight District Managers in one insurance company took the test, and the criteria used were three measures related to volume of sales. Since the managers signed the questionnaires, certain biographical data on each man were also available.

Scores on "How Supervise?" were correlated with the various criteria measures. Most of the correlations were below the five per cent level of significance with the exception of the scores vs. education where more of the correlations are above the five percent level than could be expected by chance alone.

The authors conclude that the test is not valid in this situation for predicting agent turnover or production, both of which they feel should be related to supervisory ability. The only thing this test seems to relate to is education achievement. Is this further evidence that the test really measures intelligence?

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PERSONNEL FORUM OF CHICAGO has elected new officers. Jane Phillips of Abbott Laboratories, North Chicago, is the incoming president, succeeding Alice Harwood of the Harris Trust and Savings Bank of Chicago. Yvonne Hewitt, of The People's Gas, Light and Coke Co., Chicago, was elected secretary-treasurer, and Hazel Stevenson, of The Commonwealth Edison Co., Chicago, program chairman.

THE EMPLOYMENT MANAGERS ASSOCIATION OF BRIDGEPORT, CONNECTICUT, also has new officers. President is William A. Snow, of the Metropolitan Body Company. Peter J. Reilly, of the Warner Brothers Company, is first vice president; George E. Quandt, Dictaphone Corporation, second vice president. William E. Verespy, the new secretary, who sent us the information, is connected with The Singer Manufacturing Company. Treasurer of the Association is Harmon E. Snoke, of the Manufacturers Association of Bridgeport. Meetings are held the last Tuesday of each month, except in July and August, at the Hitching Post restaurant in Bridgeport.

CALIFORNIA TRAINING DIRECTORS' ASSOCIATION heard Herbert L. Samuelson speak on "Tools and Techniques of Executive Development" at their September meeting. Mr. Samuelson is Manager of Executive Development, Standard Oil Company of California. His talk described the company's program, its objectives and the methods used, placement, and forward planning. Miss Valerie Kuhn, president of Beckman, Hollister and Company, Inc., briefly demonstrated the Roth Memory Development Course.

At a special meeting in August, C.

Ken Beach, Coordinator of Training Services, American Arabian Oil Company, gave some pertinent facts and opinions on executive development and case methods. According to the report in the September *CTDA Bulletin*, he said that executive development and appraisal should extend from the time a new employee enters the firm until he leaves. The program should be a training department function. Beach said that the case method as used at Harvard and elsewhere is excellent in the upper management levels.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION is planning to publish a 1953 edition of the Personnel Roster. The association is also urging members to call the attention of employees to the stimulating after-hours entertainment and education offered by the Toledo Museum of Art.

APPLETON PERSONNEL ASSOCIATION OF APPLETON, WISCONSIN, heard E. V. Krueger speak at their September meeting. Mr. Krueger, who is connected with Personnel Services of the Wisconsin Michigan Power Company, spoke on "Viewpoints From Both Sides of the Fence—Both Union and Management." The Association's *News Bulletin* for September reports that Appleton's Business-Education Day was a huge success. Participating in the program were over 70 representatives from industry, representing some 42 different companies, and approximately 450 teachers from the school system. The Industrial Division Steering Committee of the Appleton Chamber of Commerce was responsible for arranging the Business-Education Day. The committee was headed by Tony Harrant, of the Appleton Personnel Association. Also responsible

for the success of the affair were the member APA firms who arranged for the plant visitations. Sounds like an idea that might be of interest to other communities and Personnel Associations.

SAN DIEGO PERSONNEL MANAGEMENT ASSOCIATION started off the new fiscal year in September with the annual "Bosses' Night" meeting. Sandy Coggan, division manager of Convair, was the guest speaker. The association held a two-day conference in October at the Carlsbad Hotel. Emphasis was on the broader outlook of personnel rather than on reviewing methods with which most members were already familiar.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had Peter F. Drucker as their guest speaker for the September meeting. Mr. Drucker, author and management consultant, spoke on "Where Are We Going in Management of Human Resources?" Associations having dinner reservation trouble (and who doesn't?) may be interested to note that the New York association really cracks down on members. Members not cancelling reservations are billed for reservations made, and there is an additional charge of 75¢ for those who come to the dinner without a reservation.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION makes a plea not to waste education. An article by E. Glen Craven of the Portland Chapter, in the Association's *Personnel Panorama*, says that industry is slow to grasp the need for concentrated study in the personnel management field. Many excellent personnel managers today are proud, says Mr. Craven, of the fact that they came up through the ranks.

Yet formal education is required in other professions. Furthermore, Craven continues, management would think long and hard before placing on their accounting, legal, or medical staff, a man who had left his chosen profession upon leaving school and worked in a plant production line for 3 or 4 years, thus losing touch with the day-to-day practice of his profession. Nevertheless, the graduate in personnel management is sometimes expected to do just that.

Mr. Craven concludes that it would seem much less a waste of education and time if the personnel graduate were treated the same as the law graduate and hired into the department for which he is educated, then given extended training which may include some practical work in the production side of the plant.

Conferences and Courses

TRAINING IN BUSINESS AND INDUSTRY was considered by a regional conference of *American Society of Training Directors* held September 30 and October 1-2 at Purdue University. Participants in the keynote panel discussion were Dewey Barich, Manager, Educational Services Department, Ford Motor Company; George Varnes, General Manager of Operations, Eli Lilly and Company, Indianapolis; and Otis McCreery, Director of Personnel Relations, Aluminum Corporation of America, Pittsburgh. At the annual banquet W. C.

Christensen, Eli Lilly and Company, and president American Society of Training Directors, spoke on "Progress of A.S.T.D." Workshops were held on the following subjects: "Development of Management Inventory and Appraisal;" "Trends in Induction Training;" "Fitting the Technique to the Training Objective;" "Sales Training;" "Communications Through Training;" "Applications of Group Dynamics;" and "Development and Use of Reading Programs in Business and Industry."

PRODUCTION FOR A BUYER'S MARKET set the keynote of the *American Management Association's* national manufacturing conference at the Bellevue-Stratford in Philadelphia October 28-30. More than 800 manufacturing executives from all parts of the country attended the meeting. Harrison F. Dunning, vice president, Scott Paper Company, Chester, Pa., described his program of regular reports to employees on company progress. He told what Scott and its workers get out of this practice and how it is done. Dr. Douglas McGregor, president of Antioch College, Yellow Springs, Ohio, spoke on human relations in manufacturing.

Speakers at the supervisory relations session discussed clarifying the status of foremen and supervisors, keeping close communication with foremen, and re-examining their compensation. Earle E. Langeland, production vice president, American-Maize Products, Chicago, took up such issues as whether foremen are a part of management and, if so, how to make them believe it. William M. Day, vice president and general manager, Michigan Bell Telephone Company, Detroit, indicated ways of clearing the communication line up and down. Claude Robinson, Barington Associates, New York, outlined steps to make manufacturing supervisors' compensation both fair and attractive.

PERSONNEL PROFESSIONALS TOOK A GOOD LOOK AT THEMSELVES at the *American Management Association Personnel Conference*, September 28-30 in the Hotel Statler, New York. John Post, Manager, Industrial Relations Department, Continental Oil Company, Houston, Texas, started things off with "The Personnel Administrator at the Crossroads." Concurrent sessions examined the "Latest Techniques in Personnel," and "The Dynamics of Current Labor Relations." "How to Set Up Effective Personnel Administration" was the subject for a panel discussion by representatives of

Pitney-Bowes, Inc., and RCA Victor Division, Radio Corporation of America. A luncheon buzz session was asked to determine the critical problems in personnel administration today. Robert E. Schwab, Personnel Planning Supervisor of the Detroit Edison Company, Alvin Zander, Program Director, Research Center for Group Dynamics, University of Michigan, and Robert L. Kahn, Program Director of the Survey Research Center, University of Michigan, discussed "Motivating Employees to do a Fair Day's Work" at another session of the conference. Reverend Edward A. Keller, Director of the Bureau of Economic Research, University of Notre Dame, undertook to answer the question, "What Makes People Do the Things They Do?" at the final session of the conference.

WANTED: PERSONNEL PROBLEMS; is the challenge put out by the *Department of Business Administration of the American University*, Washington, D. C. Instead of attempting to avoid personnel problems, the University is actually asking for them! Business problems concerned with supervisory functions or human relations are sought as case-study material for the University's course in "Supervision in Industry," where they will be subjected to critical evaluation. After this analysis, the class will report to the cooperating firm its recommendations for solution of the problem submitted.

"Supervision in Industry" is taught by J. Harvey Daly, director of industrial relations for the Giant Food Department Stores and professorial lecturer in personnel management at American University. Business concerns wishing to avail themselves of this unusual service should submit problems immediately to the American University, Washington, D. C., attention of Professor Daly, Department of Business Administration, 1901 F St., N.W., Washington 6, D. C. Professor Daly will edit the case studies before presenting them to the

class for group analysis. Names of all firms will be kept confidential. The American

University offers this service to business completely free of charge.

What's New In Publications

EXIT INTERVIEWS CONSERVE MAN-POWER, an article in the July issue of Rand McNally's *Bankers Monthly*, is by A. Herbert Planteroth, vice president in charge of personnel, Manufacturers Trust Company, New York. According to the author, one of every eleven employees who submitted a resignation during the past year was persuaded to withdraw it. The system of interviews used was also helpful in pointing out possible improvements in an over-all program of employee relations, and provides a valuable check on "middle management." "Under our system," says Mr. Planteroth, "we attempt to have every person indicating a desire to leave our employ interviewed by a personnel officer."

It is important, says Mr. Planteroth, that the interviewers be sympathetic and sincerely interested in the employees; thoroughly acquainted with all branch and department supervisors; thoroughly familiar with the work and operations of each department; given authority to make transfers, obtain any necessary information, and suggest what should be done to remedy any serious situation that may come to their attention. Among the resignation reasons which can often be removed or corrected are: no opportunities for advancement; salary; inconvenient travel; excessive overtime; prefer day work; not interested in work assigned; pressure of work; personal friction; unfulfilled promise of transfer or promotion.

MORE INFORMATION PLEASE is the title of a new publication put out by the *American Airlines personnel department*. The booklet is informal and chatty, printed in blue and white, with a few line drawings in

red. It is designed as a handbook for supervisors, to help them with their communications. Ten guiding principles are suggested: 1. You as the immediate supervisor are the main source of information to your people. 2. Management should be informed *first*, before either the union or employees are informed. 3. Speed is essential. 4. Don't beat around the bush. 5. Fair, prompt, and factual reporting on labor relations matters has a substantial effect on union attitudes. 6. Recognize that unions are an important channel of information. 7. Good communications are developed gradually. 8. Two-way communications, a free give-and-take between supervisor and employee, can be developed only by supervisors *listening* to their people. 9. The whole purpose in informing people is to create more understanding and to bring about better relations throughout the organization. 10. Actions speak louder than words.

The handbook tells how to get information across: through departmental meetings, regular staff meetings, supervisory conferences, bulletins or teletype releases, indoctrination of new employees, personal contact, regular meetings with employees, annual meetings with employees, social and recreational activities, letters to employees' homes, visits of higher management, bulletin boards, press releases, regulations, organization book, division or department newsletter, and bulletins. The handbook winds up with a list of queries for supervisors to put to themselves. John F. Day, Director of Employee Information, was kind enough to send us a copy of the pamphlet.

COLLECTIVE BARGAINING AGREEMENTS is the title of the *Bureau of Labor Statistics*

Report no. 17. Expiration, reopening and wage adjustment provisions of major agreements are covered in the report. The information was obtained from the Bureau's file of current collective-bargaining agreements and, for recent changes, from newspaper reports received in the course of preparing the "Monthly Report on Current Wage Developments." The present listing covers 177 current agreements, each involving more than 5,000 workers and, in total, accounting for approximately 5½ million workers, or over a third of the estimated employee coverage of all collective-bargaining agreements.

AN INSTRUCTOR'S GUIDE for a course in "Training Methods and Techniques for Supervisors" has been published by the *State of California Department of Employment*. Included are two articles first published in the *Personnel Journal*: "The 'Buzz' Technique in Training" by Harry E. Boyd and "Audio-Visual Aids in Industrial Training" by Louis W. Lerda. The guide consists of 277 mimeographed pages and contains a materials check list, attachments and handouts check list, flash card check list, and flip chart check list, as well as a suggested classroom layout. The course is divided into 13 sessions, and is very complete. Edgar A. Collins, departmental training officer, was good enough to send us a copy.

THREE RECENT REPORTS of the *Research Division, California Personnel Management Association* are titled: "Promoting Productivity Through People," by Dwayne Orton, director of education, International Business Machines Corporation; "Working Under a New Labor Law," by Guy Farmer, member of the firm of Steptoe and Johnson, Washington, D. C.; and "How Good a Job are We Doing in Personnel Management?" by W. E. Shurtleff, director of industrial relations, The Standard Products Company, Cleveland. They are available for \$1.00 each from the Association, 2180 Milvia St., Berkeley 4, California.

FILM NEWS is a news magazine of films, filmstrips, television and recordings. It is issued ten times a year and reviews books on films, previews filmstrips, and gives all sorts of information valuable to those planning to use films in their audio-visual programs. The editor is Rohama Lee, address 444 Central Park West, New York 25. Subscription rate is \$3.00 per year, 40¢ an issue.

ADVANCED MANAGEMENT FOR AUGUST carries an article by B. N. Taylor on "The Morale or Attitude Audit—a Frontier in Employer-Employee Relationships." The results of an attitude survey are tabulated for the reader. The purpose of the study was to ascertain how employees felt about their jobs, their responsibilities, their various relationships, both to those above and below them. The survey was used by a midwestern city manager. It consists of questions including: How do you feel about your present job; Do you find it interesting and pleasant more of the time, some of the time, or is it hardly ever interesting and pleasant? Here are three different work situations. If you had your choice which one would you choose? List in the order of importance the qualities below which you think really get a person ahead the fastest. Several questions deal with attitude toward the employer, others with general policy.

A SUCCESSFUL COMPANY CAN STILL FIND MANY GOOD WAYS OF PERKING UP PERSONNEL PRACTICES. Inland Steel Products comes up with a score of ideas, from layout to executive training, in an article in *Modern Industry* for July 15. The article spells out methods with pictures and charts for the process-flow in hiring. By the simple device of adding to its recruitment ads two slogans—"To us, all of our people are important, and we treat them that way," "Friendly, because Inland people like it that way", the company got a 300% increase in response. Completely new is the highly

flexible organization chart that was designed. Use of pressure-sensitive tape for lines of organization, and of celluloid convention-badge pockets, open on two sides, for job and personnel cards, provides many chances for change. No junking of expensive drawn charts is needed if a change is made.

Physical changes were made to improve working conditions. Sound films and conference guides with flip charts have been used with great success. A carefully planned introduction to the job pays off. Indoctrination is made easy. Both processes are illustrated with a series of photographs in the article.

Looking Over the Employee Magazines

REEVES INSTRUMENT CORPORATION OF NEW YORK publishes the *Monthly Ricompanion*. The magazine is 16 pages, 8½ by 11. There are many pictures, mostly of company people. The June issue plays up the company hospitalization plan, using a cover picture of the first baby to benefit from the insurance. Promotions are listed in the magazine, and sports are given plenty of space. The Trading Post, at the back of the book, is a handy market place for "buyers, sellers and swappers." Maurice Bratter is the editor; address *The Ricompanion*, 215 East 91 St., New York 28, N. Y.

Pabst retired employee doesn't become a forgotten man—he becomes one of a group of whom Pabst is very proud.

THE WILMINGTON TRUST COMPANY prints *Banknotes*, but the question of legal tender or counterfeit doesn't arise. *Banknotes* is the title (printed to look like one) of the monthly mimeographed news letter published by employees. There's a "Who's Who" section which presented Dr. V. Ernestine Moore to readers not long ago. Dr. Moore, former coordinator of Office Occupations for the Wilmington Board of Education, joined the staff of the Wilmington Trust Company in September as an assistant to Mr. Bladt in the Personnel Division. J. R. Cole is editor of *Banknotes*.

PABST BLUE RIBBON, MILWAUKEE, gets out a friendly news letter called *The Old Timer* once a month for its retired employees. George Glaub is the editor. Mr. Glaub, A Pabster for 46 years, does a good deal more than edit the sheet. He also takes a sincere and active interest in the 75 retired men who belong to the Milwaukee Pabst Old Timers Club, and his days are busy ones, calling on the retired men and being of service to them. When sickness or death strikes, George is on hand to help with the many details that are often difficult for the aged or ailing. His friendly visits bring cheer to the retired employee and happy moments are spent recalling old times.

The club's monthly meetings in the Pabst Employee Activity Center are gatherings where good fellowship abounds and the men look forward to the first Wednesday afternoon of each month as a very important day in their schedule of events. The

PROVIDENT MUTUAL LIFE INSURANCE COMPANY OF PHILADELPHIA in its monthly, *Between Ourselves*, certainly makes the company seem a delightful place in which to work. The August issue features pictures of employees playing tennis, shooting bows and arrows, indulging in ping pong and baseball, going on picnics, till you almost wonder when they have time to work! A new orientation course is the subject of an article, "For New Providentites." Under the guidance of Personnel Director Henry Bossert, William H. Fenderson, Jr., and Mary H. McCaulley, both of Personnel, started a new kind of course about two years ago. Classes are given at frequent intervals, are held for small groups, and make use of pictures. The August issue contained accounts of the English corona-

tion festivities as viewed by various employees. Elizabeth A. Haas is the editor; address Box 7378, Phila., 1, Pa.

OWENS-ILLINOIS GLASS COMPANY, Toledo, Ohio, issues informal but effective *Personnel Newsnotes*. The mimeographed sheets are punched for filing in a notebook. A recent issue gives practical advice on handling the problem of noise, on diabetics in industry, and on how to beat the heat in the plant. A short note suggests "Promote Job Satisfaction." The note reports that as a result of increased recognition of the problem of job satisfaction, new research methods and techniques are being developed. One that shows promise involves regrouping work forces by combining several personnel activities, including supervisory selection, buddy work teams, individual therapy, combating race and group prejudices and studies of informal organization relationships. The work groups are redefined as much as possible, allowing participants to define the nature of their own needs and problems.

The House Magazine Institute in November will hear a talk and have a discussion about "How Your Company Can Make a Profit Through Your Publication, and How You Can Prove It". The Institute is an organization for editors of internal and external house publications in the New York Metropolitan area. Eligible to join are those affiliated with company publications, editors, staff members, or executives. Regular monthly meetings are held the second Thursday of each month at 4:30 at the National Arts Club, 15 Gramercy Park, New York City. Special activities include workshops and conference, a monthly publication, awards and courses. Dues are \$20 per year. Application cards can be obtained from John Benson, % Philip

Morris and Co., Ltd., 100 Park Ave., New York 17, New York.

THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio, in *Stet*, the "House Magazine for House Magazine Editors," talks about industrial editing in its August issue. Quoted are some remarks by J. R. Cominsky, publisher of the *Saturday Review* to the effect that: Successful publications are important. A successful editor is a man who imparts a feeling of importance to his publication. Successful publications are exciting. Not only must the editor compete with the multiplicity of interests that tug at every human being, but he must also overcome a certain inertia on the part of the reader.

Successful publications have a central idea. Unless the editor knows what he wants—unless he has a theme, a purpose or central idea, a publication can be just a collection of articles and pictures. The contents must make some impact on the reader that adds up to a point of view, a personality, an over-all pattern that is attractive.

It is more difficult to edit a small publication than a large one. Obviously, because of the limitations of space, the editor of a magazine of a limited number of pages must not only make every article count, he must make every sentence and every word effective. Every editor ought to have in every issue at least one "bomb-shell" article or feature—something alive, timely, controversial, sharply written. What other people say about your publication is more important than what you say. Continuity of interest is one of the ingredients of a successful publication. Finally, you cannot promote or sell a publication for what it has not got. The reader is not interested in what you have left out but in what you have put in.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply *Box 232*.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. *Box 235*.

TRAINING DIRECTOR: Nine years experience in planning and organizing line and staff programs. Proven results in conference leadership, foreman training, methods improvement, department job and craft training. Married, 2 children, age 34. Desire to locate in East. Résumé on request. *Box 244*.

PERSONNEL DIRECTOR: 8 years experience in overall personnel administration in non-profit organization of 2200 people. Experience includes employment, salary and wage, training, placement, personnel research and analysis. Constant research and study of all aspects of management and personnel. Age 34, married, two children. Prefer Mid-west location. Salary dependent upon future and executive program. Reply, *Box 245*.

LABOR RELATIONS: 5 years commercial sales experience, 2 years as job analyst in aircraft industry, 1 year law practice specializing in labor law, member state bar association, member American Arbitration Association, BA degree, LLB degree, age 28, married, veteran, 2 children; desire position with opportunity; will relocate, resume upon request. Reply *Box 246*.

EMPLOYEE RELATIONS STAFF MEMBER: Thorough training plus diversified academic and industrial experience. Prefer company progressive in personnel methods. Major areas of interest are training, selection and placement, research, counseling. Penna. or nearby areas. Reply *Box 247*.

TRAINING DIRECTOR: Experienced in planning and organizing training programs. Experienced in executive development training. 2-1/2 years industrial training. 3 years university teaching. Strong communications background. Education includes engineering training. Age 32, married. Reply *Box 248*.

INDUSTRIAL RELATIONS: 5 years diversified experience in contract negotiation and administration, grievance procedure, job evaluation, personnel administration and foreman training. B. S. Cornell, M.A. Age 29, married, 1 child. Present salary, \$7500. Reply *Box 249*.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 32

Number 7

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

DECEMBER

- 9 East Lansing Mich. Michigan State College. Union Building
Michigan State College. The Twelfth Workshop Conference. Paul L. Moore, Head, Department Business and Industry, Michigan State College, East Lansing, Mich.
- 29 Boston, Mass. Bradford Hotel
American Association for the Advancement of Science. 4th Visual Performance Session. Dr. N. Franklin Stump, Director, Consulting Services, Occupational Vision Dept., c/o Bausch & Lomb Optical Company, Rochester, New York.

JANUARY

- 21-22 New York. Hotel Astor
National Industrial Conference Board, Inc., General Session. 247 Park Avenue, New York, N. Y.
- 29 Cleveland, Ohio. Hotel Carter
Cleveland Chamber of Commerce. Sponsored By: Cleveland Chamber of Commerce Groups. 13th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio

FEBRUARY

- 15-17 Chicago. Palmer House
American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

AMONG THE SINCEREST COMPLIMENTS an editor ever gets is a request to reprint an article he has published. We of PERSONNEL JOURNAL get at least our share, but still feel a glow of satisfaction whenever such a request is received. Imagine our doubled pleasure, then, to find in the mail from the Connecticut General Life Insurance Company, Hartford, a reprint of "Management Development—A New Procedure" by William H. Klippert and Hubert H. Clay, together with a digest of the same article in the company's 4-page "Notes and Quotes". The article appeared in our July-August issue. Tina Van Deusen, editor, in her letter of thanks refers also to her use of an excerpt from an article in our April issue. Who was it that used the slogan, "Such popularity must be deserved"? Of course in this instance Messrs. Clay and Klippert deserve a little of the credit, too!

THE PRESIDENT WAS SOUNDLY ADVISED when he picked Jim Mitchell for Secretary of Labor. This job has already proved the political "hot spot" of the administration.

It is unlikely that anyone will ever be able to satisfy both labor and industry in administering the laws affecting their relations, let alone in new proposals. But Jim Mitchell will come as close as anyone could and both sides will feel pretty good about anything they get in which he has had a hand. For Jim Mitchell has a "feel" for the other fellow and the capacity for transmitting to them his concern for their problems and desires.

Another thing to recommend this appointment is that Mitchell has had much professional experience in dealing with labor and top management on their mutual problems. The ideal labor relations man can do this with satisfaction to both sides—provided only that he is working for a top

management that is fair. Mitchell's record shows that he had had that kind of success.

I never could see why Labor thinks the job should be filled with a union man. In the first place, only a minority of "labor" is unionized; in the second place, the label "he's our man" would make it impossible for him to gain the full acceptance of business and the full confidence of the general public.

It is a fact that no Labor Secretary ever attained such recognition. Mitchell, as a professional and respected labor relations man, can succeed where no one less well qualified could. I believe that he will.

ONE OF THE GREATEST PRIVILEGES in a social order like ours is the right of the individual to choose a course of action for himself that does not violate the welfare and the rights of others. In discussing whether or not a worker should be compelled against his will to join a labor union and pay dues, we sometimes overlook the fact that the same "freedom of choice" principle applies to the joining of a number of important organizations which, like the unions, serve a public far greater than their membership.

Governor Gordon Persons of Alabama made this clear in a message to his legislature when explaining why he favored and was signing a "right to work" bill which had passed both houses of the legislature by big majorities. David Lawrence, in his syndicated column which appeared in the Philadelphia *Bulletin* on October 8, quoted in full "this historic message, which is about the best summary ever written against compulsory membership in a trade union as the condition of holding a job".

Said Governor Persons: "Mainly this bill provides that no person shall be denied the privilege of working because he does

not belong to a labor union, and that no firm shall be forced to deduct union dues from the salary of the worker.

"Our labor union friends contend, and rightfully so, that unions have helped make possible better working conditions and higher wages. Because of this they feel that all employees in a unionized plant should be forced to join the union, and that union dues should be deducted from pay checks in what is known as the 'check-off' system. Union officials refer to those who do not desire to belong to the union as 'free riders' because such non-members obtain benefits of unions without helping pay for such benefits.

"Along with this same line of reasoning is the fact that our churches are the greatest organizations in the world. They have done much for all mankind. Yet, no citizen is forced to belong to any church or required to pay church dues.

"Unquestionably, the American Legion, the VFW, and other service organizations have done much to provide benefits to the veterans. Yet it is not required of any veteran that he be forced to join any of the service organizations or required to pay dues to any of them.

"As a matter of fact, individual labor unions themselves have a right to say whether they belong to the AFL, the CIO or, in the case of others such as the railroad organizations and the UMW, to remain free and independent unions.

"The Alabama Education Association is the organization which represents school teachers and, while the AEA has worked to provide for higher wages and to safeguard working conditions for the teachers, those who do belong do so of their own free will.

"The various business organizations, including those representing automobile dealers, grocery stores and drug stores in Alabama, have unquestionably been of much assistance to their members. Yet, no business firm or factory is forced to become a member of any organization. Many other

examples could be given".

Perhaps, said the Governor, workers in some northern states do not object to being forced to join unions and having dues deducted from their pay. "However", he said, "in the South we have free and independent workers. . . . Many do not like the idea of being forced to join any labor union as a condition to work. Neither are they agreeable to having union dues deducted from their salary checks. . . . It has always been a tradition in America that any man could do as he pleased so long as he did not violate the laws of our land.

"In my opinion, all of our labor unions will be far stronger and the members in them will have a far greater interest and respect in the organizations if membership can be shown to be desirable and they are not forced to join. Because I believe in free labor and free enterprise, I am today signing the 'right-to-work' bill".

I don't know that I agree with David Lawrence's implication that a stand in favor of the open shop is "the acid test of liberalism in America today". But I do agree that such plain talk on the part of the Governor of Alabama is heartening and should be publicized more widely, especially at a time when some labor leaders like Martin Durkin propose to amend the Taft-Hartley Act so as to deny states "the right to protect the individual against compulsory unionization".

A GOOD DEAL HAS BEEN SAID ABOUT RELAXATION in recent issues. But you know how, when you've thought about a word or subject, it keeps cropping up everywhere. So it happens that the beautiful big—9 x 12—house magazine of the Socony-Vacuum Oil Company, *The Flying Red Horse*, in the autumn issue carries an article headed "How to Relax" by G. H. Estabrooks, chairman of the Department of Psychology at Colgate University. I can't resist "reviewing" it.

Dr. Estabrooks says that, if you can't relax, nine-tenths of the trouble is in your

mind. He tells of a husky friend who was kept awake by drinking coffee after 6 o'clock at night. The doctor told his friend to enjoy his coffee at dinner as usual, but to take two pills at 9 o'clock and he would practically guarantee him a good night's sleep. The friend followed the prescription, and slept like a log.

It is not recorded that the doctor ever did tell his patient that the pills were caffeine pills, each containing about the amount of caffeine that's in two cups of coffee. Having made sure that coffee had nothing to do, physically, with his friend's sleeping, Dr. Estabrooks then gave him some harmless candy pills to take when needed and told him he'd have no more trouble with coffee. He didn't.

The author's main suggestion for relaxation, for ending worry, is auto-suggestion on the positive side. Calm down. "Tell yourself that you are confident, that you have nothing to fear, that you have nothing to worry about, and keep repeating it for five minutes". Accompany this with "the crowding-out technique", and "keep as few people as possible on your despisery," and in time the tensest person will see results.

Our compliments to Mellor A. Jones and Willard A. Colton, editors, on a mighty good magazine "for employees, stockholders and others interested in Socony-Vacuum".

"FREE BASEBALL TICKETS Lead to Strike's End". This was a headline that stopped me in the *Philadelphia Inquirer* last August. It seems that sixty employees of the T. M. Miller Casket Co. at Scranton, Pa., members of Local 506 of the United Furniture Workers, CIO, had been on strike for a week. A friendly gesture that President Butler almost overlooked turned out to be

just what was needed to get the two sides together and bring the men back to work.

Mr. Butler suddenly remembered as he looked out at the picket line in front of his plant that several weeks previously he had bought tickets for his employees to a Booster Night baseball game to be played that night. He hated to see those tickets go to waste. So he sent word down to the pickets, asking if they wanted to use them. The strikers then and there voted to accept the tickets, and sent their union leaders to tell the boss.

Once inside the plant and talking with Butler, one word led to another, ending in a settlement of the contract dispute. The contract was ratified the next morning and the strike was ended.

Personnel men will be quick to observe that the happy outcome did not result from either a calculated or an impetuous act. The evidence seems to indicate that the boss had "lived right" all along—that his friendly attitude and thought were well established. He was not "bribing" his people with favors, but merely continuing to be "human" with them, and was probably as surprised as anyone how quickly he realized on his investment.

Most people are "asleep" when it comes to making plans for where they will be ten years ahead. It is, of course, impossible to plan with any precision but this is an instance in which some planning, however tentative, is better than none. What are you doing about it in your own case?

Ned Hay

Man's fundamental needs, as spelled out by Maslow, are used as "a five-point checklist that wraps up the fundamentals of human nature" to guide the handling of Kay Manufacturing people. The author tells how use of the check list (a) helped end a long strike and (b) suggests satisfactory solutions for troublesome situations as they arise.

Now We Know What Our People Want

BY DANIEL KRAKAUER, Vice President
Kay Manufacturing Corp., Brooklyn 1, N. Y.

BACK in '46, toward the end of the O.P.A., we had a strike that didn't make sense. Our people wanted a big raise. Our prices were fixed, and our volume was low. A raise just wasn't in the cards. The long strike set the management thinking. Why do people act contrary to logic? We surveyed the major psychological theories—with disappointing results. What we were after was probably there, but we wanted it spelled out. Finally a workable answer turned up in an article by Professor A. H. Maslow, entitled "A Dynamic Theory of Human Motivation", (Psychological Review, 1943, Vol. 50).

Five basic needs. Dr. Maslow's article ran to 26 pages but it was in plain English. It was made up mostly of familiar psychological ideas, put together in a way that made sense.

We, the people, said the professor, seek five basic satisfactions from life. We are born with five built-in needs that influence everything we do. Each of these needs affects us continuously, but at any one moment one or two of them dominate us. There is a definite sequence of domination; these five needs have priorities within us. Need #2 doesn't dominate till need #1 is partly satisfied. Need #3 doesn't dominate till need #2 is partly satisfied. If need #2 is no longer satisfied, need #3 fades and need #2 dominates again. Here are the five needs:

Under the title "Worker Psychology—a Formula that Works", this article—somewhat differently treated—first appeared in *Factory Management and Maintenance*, August, 1953. It was copyrighted by McGraw-Hill Publishing Company, Inc. and is used with permission.

1. *To stay alive and be alive.* We need to breathe, eat, sleep, reproduce, see, hear, feel. But in our America, need #1 rarely dominates us. Only an occasional experience—two days without sleep, a day without food, 30 seconds with a crumb in our windpipe—serves to remind us that need #1 still operates within us.

2. *We want to feel safe,* from danger or pain, for example; from competitors or criminals; from an unsure future or a changing present. None of us can feel 100% safe. Yet most of us in America feel reasonably safe—after all, we have laws, police, insurance, union contracts, and so on. Our #2 need is fairly well satisfied. Therefore, it is not dominating most of us. But the resistance of people to change, the cry for social security, seniority rights, the money we spend on Army and Navy—these and many more remind us that our safety need, too, still operates within us.

3. *We need to be social.* From our very beginnings we have lived together in families and tribes. We marry, join lodges, make parties, even pray in groups. There is, however, a tremendous variation in the extent this deep need is fulfilled among us. You can gauge this by checking how close different people can feel to their fellows. Not so many of us are capable of frank and deep relationships—even with our wives or close friends. And few of us can achieve that feeling of brotherhood, of acceptance of our fellow mortals with all their faults, that all great religious leaders intuitively recognize as one of the things people deeply want and respond to.

4. *We need to feel worthy and respected.* This is the need that we imply when we talk about our dignity, self-respect, honor, self-esteem. In less healthy people, mentally speaking, it shows often as pride, self-importance, boastfulness or egotism. This is plainly a dominant need in America—and elsewhere. We need to think well of ourselves and (perhaps for reassurance) we need other people to think well of us. Look what we go through just to keep the approval of others. We decorate ourselves carefully and often, washing and shaving, painting and powdering, combing and curling. We spend billions of hours and dollars on dress. We desire and acquire things that show our social standing—bigger cars, better clothes, finer furniture. We discard them when other people don't accept them, not when they wear out. What is more telling, we even modify our personalities to get the esteem of others. We act more "refined" in public than at home. And our worst traits we hide even from ourselves.

5. *We need to do work we like.* This need is less apparent than the others because, as Professor Maslow points out, not so many of us have unleashed it. We seem too deeply concerned with achieving group acceptance and self-esteem. Though need #5 dominates few people, it influences most. We all know obvious examples; salesmen who love to sell, machinists who hurry home to their own lathes. Such folks are capable of extended effort because their work is a pleasure, not a chore. Yet they would be restless in other kinds of jobs, no matter how much praise they got. As for the rest of us, we often turn to hobbies, or evening activities. And if we can't do the things we really enjoy, we watch others do them at the nearest ball park, movie or concert.

To live fully, to feel safe, to belong, to feel important, to fulfill ourselves—this is the broad handful of needs each of us is trying to satisfy. All we have to do is to give our employees these few things and, presto! we have made everybody happy and we have that fine, smooth-running organization—the high morale kind—that we are all after. Well, it can be done. It is being done. But it's not so simple. Here are three complications.

1. *These are not things we can hand to people.* These are mostly *feelings*. As Jesus said, "Man does not live by bread alone." No organization ever reached top efficiency just by paying a lot. I once refuted two of my "money solves everything" associates in a nasty but effective way. I asked them to pick up their checks in my office. As they took them I remarked, "I wanted to tell you that you've been falling down in your work lately." In the shocked pause that followed, their own feelings were worth a thousand discussions. We are only beginning to realize that, besides proteins and vitamins, people must be nourished with feelings of security and friendship and dignity in order to function well.

2. *These needs are not obvious.* They are deep within people and we must develop an uncommon awareness of human nature to be conscious of them. We certainly can't ask anyone "What do you really want?" He doesn't know, any more than a hungry man generally knows why he's cranky. Yet if you feed him, the crankiness disappears. Maslow points out that all kinds of human crankiness stem from "hungers"—the five built-in needs. Finding and feeding the mental needs is—unfortunately—a much harder and subtler job than attending to physical needs.

3. *Some people are very hard to satisfy.* They may be chronically suspicious, or "cold fish", or loudmouth. Nothing you do for them seems to help. These men and women are sometimes serious problems in an organization. Their feelings of unhappiness and discontent are catching. Yet we must handle these unfortunates more with sympathy than hate. They're sick. They are suffering from early starvation of their basic needs. Psychologists have established this beyond the shadow of a doubt.

It's the people who didn't get their spirits fed, especially in their earliest years, who are now the misfits in and out of industry. Their childhood needs were never satisfied and they never outgrew their childish feelings. That suspicious, distrustful guy may be the product of an unhappy home, where loud words, slamming doors, or a trembling mother unnerved him from birth. He never felt safe and likely never will. That cold calculating character may still be wearing the shell he crawled into when he was raised in a loveless family. The loudmouth is probably still trying to get the attention and the feeling of importance his folks denied him.

Rarely—all too rarely—the opposite kind turns up; the man (or woman) to whom titles, plaudits and fine possessions do not matter; who would rather give credit than take credit; who, though he truly likes people, can walk alone if need be; who has reasoned opinions and will stick up for them even if they're unpopular.

This seeming exception, apparently free of the deepest human needs, more likely has had his needs fulfilled, somehow, as he grew. He is a rare guy. You'll find someone like him sparking every organization that has top morale.

How we use what we know about people. We put our theory to a test fast enough. That strike was still on. The first thing that impressed us was that it answered our question "Why do people act contrary to logic?" "Because" it pointed out, "we, the people, are not primarily logical." Our feelings come first. *We are logical only to the extent our feelings let us be.* This was a shocker. It took us a while to face it. After all, our need for self-esteem makes us need to feel like logical, superior mortals, far above the frailties of others. But a little thought convinced us. That must be why people reach opposite conclusions from the same facts—as in politics, religion, labor troubles, family squabbles, even scientific theories. That must be why the best speakers, advertisers and salesmen are those who appeal to our feelings, not those who give the most facts.

What were the needs of our strikers? Needs that aroused such desperate feelings and such strong emotions. Needs that made logic impossible. We ticked off the possibilities on our fingers. It wasn't primarily #1, the need to live, nor #2, the need for safety, we decided. Our people were not marginal wage earners, living on the edge of starvation. Their jobs were reasonably secure, their working conditions good.

DIAGNOSING WORKERS' DOMINANT UNSATISFIED NEEDS

We paused over #3, the need to "belong." We hadn't done a job here. Our people didn't have strong feelings of loyalty to their company. They didn't feel part of our team. But we wrote this off as the chief cause of their upset. This deep need had been partly supplied by their union. In fact, it was one of the principal reasons the union (and unions everywhere) had taken hold years before. The union was now the center of most of those wonderful feelings of loyalty and teamwork engendered when need #3 is met. Those feelings were helping to hold the strike together. But we felt that people's needs for #3 had not been severe enough to start the ruckus.

That left #4, the need for esteem, importance and dignity, as the most likely upsetting factor. Frankly, we couldn't see the connection at first. Here were hundreds of people marching around outside our windows asking for more money. It wasn't too hard to look through these demands to find food, shelter and safety needs. But only slowly did we come to understand that their need for self-esteem—their pride—was deeply involved.

That strike was a reaction to years—war years—of frustration caused by comparison of their own pay with war plant pay. And by the galling restrictions of the wartime Wage Stabilization Board. That strike was a "You-can't-do-this-to-me" strike, a "We're-just-as-good-as-anybody-else" strike, a "We'll-show-you" strike. The demand for money was mainly—as it so often is today—a demand to be treated

just as well as those other guys in war jobs. Of course the wages of "those other guys" were undoubtedly exaggerated in our people's minds, and the W.S.B. and O.P.A. restrictions were serving an important purpose in fighting inflation. But that strike was not a logical strike. And, let's face it—*we, the people, are logical only to the extent our feelings let us be.*

Was there anything the management could do? We couldn't afford to pay more. We could try to soothe their feelings. Above all, we could keep the argument from becoming personal. We caught on to the fact that feelings can become terrifically intensified when they get focussed on a specific person or persons. So our instructions went out to executives who had to cross the picket line. "Stay friendly. Keep this on a business basis. We're not mad. We'd like to help them but we can't."

Did that cure the strike? No. Life isn't that simple. You don't often change feelings in a few weeks that have been developing for years. Especially feelings that are obviously connected with the deep feelings of inadequacy—deep unsatisfied needs for self-esteem—which most of us seem to have. But when the O.P.A. went out 9 weeks later and we could settle, Theodore Kheel, our mediator, told us that he had never seen such good relations across the bargaining table. There was no hate, no dirty words. There was no sabotage, no "getting hunk" when the plant reopened. ("Getting hunk" is almost always a sign of outraged pride and self-esteem feelings.)

NEED FOR SELF ESTEEM AND APPRECIATION BELIEVED GENERAL

We believe that behind most strikes today are the deep, even subconscious, needs of American working people for the esteem, the respect of their management. They need to feel appreciated and important. They need to feel proud of their work and they simply and plainly do not get what they need in most organizations. This must be because we managers are just as human as our workers. We also are too involved trying to earn esteem, trying to build our own reputations, to be able to give others due credit.

One very large corporation, for example, spends thousands on printed reports to its employees. This is a common and good way to put them on the team (#3) and keep them in the know (#2 & #4). But the president starts his first-page letter with "To the employees". Not "To Our Employees", or "Dear Employees", or "Fellow Employees". Just—"To the Employees". That's all, brother! Company people reading that letter will feel an aversion to the president. They won't even realize why. They will not know that they are reacting to little clues among the words that are exposing his feelings. But they will know that the president doesn't care about them or they about him.

The language of the emotions is subtle but powerful. It doesn't even need words. Our looks, our tones and our deeds transmit our feelings. And each of us has a built-in receiver specially tuned to the wave lengths of our needs. Is the "sender" threatening? Is he friendly? Does he respect me?

It's funny about those 5 key points. We started by checking them off one by one when we were getting to understand our labor troubles. We learned a lot. Then we began to analyze individual grievances. As we got down to cases, we learned more. Soon we found ourselves thinking about our associates in the same way. By this time we weren't counting on our fingers any more. This way of understanding people was getting to be second nature—second nature because we were beginning to recognize these needs in ourselves.

Case 1:—One of our spring assembly departments has a bottleneck job—baling. The springs are compressed to one-tenth their normal volume, sixty to the bale. It's heavy work. If one of the two balers is ill, we must replace him or the whole department grinds to a stop, choked by unbaled springs. One winter we had only one strong and experienced spare man. The day we needed him his "arm was sore." The whole department had to stop. When we needed him again a week later, we got the same story. This time his foreman had strong evidence that his arm wasn't sore at all!

ENLIGHTENED HANDLING OF RELUCTANT WORKER PAID OFF

In the old days, our tendency would have been to give this man an ultimatum, "Work the baler or get out". With our new understanding, however, we saw a little deeper. We realized that no man would give up important satisfactions of his #3 (social and love) need lightly. That is, he would not invite the ill-will of his fellow-workers and his management unless he was driven by a stronger need. If, we reasoned, we gave him an ultimatum, one of two things would happen. Either he would work—or he wouldn't. If he worked, driven by needs #1 and #2, (life and safety) he would still be dissatisfied. If he didn't work and we fired him, we might really arouse a sleeping giant. Every man in the department would feel his own job threatened. Every man's #2 need might awake. We would experience a sudden reversal of feeling in the department and the union would go all out to buck the dismissal. Most of you have seen this happen. Even if the dismissal went without a hitch, we would have lost a useful employee.

We saw that an ultimatum would be an unsatisfactory solution in any case. We kept it for a last resort. Instead, we asked the foreman to talk it over with the man. (Maslow's theory is a household word to our foremen). No soap. Then we asked the steward to see what was eating him. A little later, the foreman reported with a grin that the man would work. He'd had a grudge against the union over alleged favoritism a year before. His self-esteem had been injured. He'd gotten it off his chest to his steward, was still a little angry, but would work "for his foreman's sake."

Case #2:—Our mold department foreman sat down in my office. "Bill", I said, "how did that trouble start?" Bill fidgeted, "Well, it began a week ago when the boys learned we were preparing rates on shaping. Those jobs haven't been on

incentive for years. They've been touchy ever since. Nothing was any good; parts, floor service, or me. This morning the steward turned up with a specially raw complaint and I blew my top".

"I'm a little surprised about that," I said. (That's an approach we use often. The "surprise" telegraphs the feeling that we know he can do better. Thus it feeds his esteem in the midst of criticism. Except that this time it didn't work.)

"Yeah, I know", he said. "That guy's short on self-esteem. So he insults easy and blows up like a penny balloon." Bill was getting madder with every word. "And I'm supposed to be understanding. You and your damned psychology. Listen! What that steward needs is a punch in the face. And the whole department should get a week's layoff for walking out with him. I'm getting tired of those guys and I'm getting tired of this job. I should'a taken that offer I got last year for more dough. And most of all I'm getting tired of your half-baked theories."

BOSS TAKES HIS OWN MEDICINE—PREVENTS AN EXPLOSION

I could feel my hackles rise with every word. What nerve! Insubordination! He's through! He's fired! He's. . . But another part of me was saying; "Hold on, brother, don't you have confidence in what you believe? Bill isn't thinking now. He's too upset. His pride and esteem are jolted because this incident got away from him. Let him blow." There was a three-second pause, while my hackles unwound again. All I could say was, "I'm sorry you feel that way, Bill". He gave me an odd look and walked out.

Next day he was back bright and early—looking cheerful too. "The boys are in this morning," he said, "like nothing ever happened. Working good, too. You know, after thinking this over, I don't even believe we should make an issue of it. It really hasn't happened in a long time. Guess we're all entitled to get real mad once in a while". He turned to leave, paused, turned back and grinned. "About that other job I mentioned, I never really gave that a second thought. I would've made more, but they treat everyone like hired hands. You know the kind. Do this, do that, never mind why, that's our business. No dignity to the job. Besides," his grin widened, "Where could I find another boss I could really talk to"?

Not often, but perhaps once or twice a year, somebody asks the personnel office about the exemption from Wage and Hour regulations of some employee or group of employees. Frequently it's discouraging to find what the situation is regarding records. How one office collects and maintains such records is told here

Keeping Track of Exempt Employees

By MCCOY C. CAMPBELL, JR., Personnel Director
The First National Bank of Atlanta, Atlanta, Ga.

ON SEVERAL occasions in the past we have experienced real difficulty in obtaining clear, concise information regarding exempt employees. When we have needed such information we have had trouble in locating a complete list of those persons considered exempt. Even when such lists have been obtained there has been trouble in tracking down the basis on which such exemption has been claimed. In one or two instances employees themselves have considered themselves exempt merely on the basis of personal whims. And in other instances department managers and supervisors have named an employee as exempt without bothering to notify anyone other than the employee concerned.

As we became aware of this situation, we realized fully the definite need for complete records, available in the personnel department at all times, of all exempt employees as well as the basis on which exemption is claimed. Accordingly, a "Claim of Exempt Employee", as shown, was devised.

Initially, the personnel department sent a supply of these forms to each department, with instructions that a form should be filled out completely on each employee considered to be exempt at that time. These forms were signed by the supervisor of the employee and returned to the personnel department for review.

In a few cases, the personnel department did not feel that the claims as presented were valid. In these instances the supervisor, the employee concerned, and a representative of the personnel department met for a more detailed discussion of the facts before a final decision was made. The place of the personnel department in this discussion was merely to point out the reasons why that department felt the claim

CLAIM OF EXEMPT EMPLOYEE

Exemption from the provisions of the Federal Wage and Hour Law is claimed for:

_____, classified as _____ in the following department or branch, _____, on the basis that he or she is an (Check applicable category): ☐ Executive, ☐ Administrative, ☐ Professional employee.

The basis for this claim is outlined below:

- ☐ *Executive employee* (Check all applicable statements)
- ☐ His primary duty consists of the management of a department;
 - ☐ He customarily and regularly directs the work of two or more other persons;
 - ☐ He has the authority to hire or fire, or his suggestions and recommendations as to hiring, firing or promotion carry weight;
 - ☐ He exercises discretion and independent judgment in doing his job;
 - ☐ He does not spend more than 20% of his *own* workweek doing nonexempt work;
 - ☐ He is paid at least \$2,860.00 annually on a salary basis;
 - ☐ He is paid at least \$5,200.00 annually and has as a primary duty the performance of bona fide executive work.
- ☐ *Administrative employee* (Check all applicable statements)
- ☐ His *primary duty* is the performance of office or non-manual field work directly related to management policies or the general business operations of the bank or our customers;
 - ☐ He is engaged in office or non-manual field work;
 - ☐ He is paid at least \$3,900.00 a year on a salary basis;
 - ☐ His work involves the customary and regular exercise of discretion and independent judgment;
 - ☐ He does not spend more than 20% of his *own* workweek doing non-exempt work;
 - ☐ He is paid at least \$5,200.00 annually on a salary basis and has as a primary duty the performance of bona fide administrative work.
- ☐ *Professional employee* (Check all applicable statements)
- ☐ He has as a primary duty the performance of work either (a) requiring knowledge of an advanced type in a field of science or learning acquired by a prolonged course of specialized instruction and study, or (b) original and creative in character;
 - ☐ His work requires consistent exercise of discretion and independent judgment;
 - ☐ His work is predominantly intellectual and varied in character;
 - ☐ His work is of such a character that the output or result cannot be standardized;
 - ☐ He is paid at least \$3,900.00 annually on a salary basis.

Date _____

Signed _____

Personnel Department Endorsement: ☐ Approved ☐ Disapproved

might not be completely justified. After the discussion, if the supervisor still felt that the claim was valid, the employee was considered to be exempt.

It is now the responsibility of the supervisor to forward a new completed form to the personnel department at such time as an employee under his jurisdiction becomes eligible for exemption. And it is also his responsibility to notify personnel whenever the employee's status changes so as to make the exemption invalid.

About once a year a list of its exempt people, as shown by our records, is sent to each department. Individual supervisors are then responsible for bringing their lists up to date. Thus we always have at hand an accurate record of all exempt employees, together with the supporting data in each case.

How can supervisors learn what their people think of their supervisory skill—what employees like and don't like about their methods? Is a carefully handled "annual supervisory audit" with employee participation the answer? The author quotes reasons why his company's supervisors voted down such a proposal. He suggests that PJ readers state their opinions in letters to the editor, the best of which will be published.

Should Employees Rate Their Supervisors?

BY ARTHUR R. LANEY, JR.
Washington Gas Light Company, Washington, D. C.

LAST fall we received through our employee suggestion system a proposal that "a yearly report be established whereby all employees have ample opportunity to record their opinions regarding their immediate supervisor." The rating was to be unsigned.

The suggester gave two main arguments in favor of his idea: (1) Our company has a successful Employee Progress Report Plan (described in the November and December, 1951, issues of *Personnel Journal*) which, as he put it, "creates an initiative on the part of employees to perform continuous good service for the company." By the same logic, the annual rating of supervisors by subordinates would increase their incentive to do a better leadership job. (2) "Management will welcome this suggestion, as it will bear out the evidence of the trust they have placed in the hands of individual supervisors."

TYPE OF QUESTIONS ABOUT SUPERVISORS

The proposed form listed a number of questions, such as: Does your supervisor seem to take some interest in you as an individual? Do you get compliments from your supervisor on jobs well done? Do you feel your supervisor is constantly finding fault with you? Does he explain new equipment or job procedures to you in detail? The suggester added "This suggestion is submitted in all sincerity because I have received help and get along with my supervisor very well at all times."

Naturally, this bold proposal confronted the suggestion committee with something of a problem. Since it was felt that the idea did not lend itself in any practical way to objective evaluation, the answer was sought in the area of subjective judgment. The question seemed to be: What would our supervisors think and how would they react to such a procedure? It was decided to sample supervisory opinion by sending copies of the suggestion to 10% of our supervisory force, soliciting frank, anonymous reactions.

Thirty-two supervisors were polled, and twenty-four replies were received. Briefly, sixteen of these said that supervisors should definitely *not* be rated by their subordinates; four were in favor of the idea provided employees signed the rating forms; and the other four were willing to try the idea as suggested.

WHAT THE SUPERVISORS THOUGHT OF THE PROPOSAL

A number of reasons were given pro and con. Comments of the minority favoring the idea were as follows:

"If such a report were submitted by employees in a sincere and constructive manner, it might be helpful. Everyone has his shortcomings and in most cases they are not evident to the individual. Being so informed, the supervisor might take the necessary steps or corrective action, which would be very much to his advantage."

"There would undoubtedly be those who would use the form mainly as a gripe sheet, but if one out of ten contained something constructive it would be worthwhile."

"Most employees, I believe, would appreciate the confidence management displayed in them and be conscientious in their evaluation."

"One important consideration is the supervisors' reaction to the adoption of such a suggestion. It must be clearly understood by all supervisors that such a progress report would be used constructively only."

"Would enable the supervisor to take stock and perhaps improve his employee relations if it appears necessary. On the other hand, if most reports indicate the supervisor is doing an acceptable job, this should encourage him to be even more alert to assist his employees in any way which would help them do better work."

"Will tend to promote understanding and 'teamwork' between employees and their immediate supervisor."

The con replies tended to be longer and more varied in reasoning. A few of these are:

"It is contrary to good management rules for a subordinate to pass judgment on his superior without first presenting his grievance to his immediate supervisor for clarification and ultimate decision."

"A supervisor should not be held accountable to his employees."

"Many men would not avail themselves of the opportunity of making the report; therefore the results would be inconclusive."

"You can't serve two masters and, should this plan be adopted, a natural defense against attacks from unknown quarters would tend to make a supervisor seek approval for his actions. This is not possible generally where work must be assigned in the interest of the job and not the individual employee."

"I am opposed to this idea. The supervisor has enough problems already."

"Our present Employee Progress Report Plan, which has been in practice since 1944, is widely known and to my knowledge is one of the best systems in use today by companies all over the country. I see no need for any change in this plan, as stated by the suggester, as it has up to this time proved helpful to the employee as well as to the company. Furthermore, it is kept on a strict confidential basis."

Incidentally, our present rating plan is related to the suggester's aims in two ways. Supervisors receive progress reports from *their* superiors which cover the supervisor's leadership job and how it can be improved. Also, the supervisor should encourage the employee, in the course of his progress interview, to speak frankly of any problems which the latter may have or of anything in the job relationship which may be unsatisfactory to him. However, many employees are reluctant to criticize a supervisor to his face, especially where the relationship is not satisfactory.

As a result of this 2-to-1 supervisory opposition, the suggested new plan was rejected. But the reasons were not fully satisfactory to the suggester and may raise a few questions in the minds of personnel administrators. For example, we might ask: Isn't there *some* way of getting the benefit of the *aims* of this suggestion, while at the same time avoiding or minimizing the objections voiced by these supervisors?

PERSONNEL JOURNAL READERS ASKED FOR THEIR IDEAS

Let's face it. Supervisory "blind spots" *are* a serious detriment to employee productivity and morale. This point is skillfully developed in an article by Milton Hall in the September 1947 issue of *Advanced Management*. Reporting on some supervisory training work which he and his associates did in a federal agency, he writes: "Our thinking led us to two chief conclusions. . . . (1) There is a difference—often a big difference—between (a) what we as supervisors accept as good ways of dealing with employees and (b) the way we *actually* deal with them. (2) One of the chief reasons why we are not more successful in supervising people is that *we don't have enough information about (a) the effect of our supervision on our subordinates, and (b) about what is really on our employees' minds.*"

The vital problem, then, is how can supervisors get such information? Should they be rated periodically by their subordinates? If so, how? If not, just how can a supervisor gauge the effect of his supervision on his employees? With relation to the job, how can he learn what is really on their minds?

Write to the editor of this journal and give him *your* slant on this. He assures me that the best letters will be published for the benefit of all of us who are still looking for ways of making supervision more productive through providing greater emotional satisfactions to the supervised.

Probably the same ingredients are called for in the recipe for a good personnel man as for managers in other departments, but in different proportions. The authors found what personnel directors themselves think are the ingredients and their relative importance in companies of various sizes. Their report makes a sort of composite check list for individuals in the field.

Desirable Characteristics for Personnel Directors

BY EDGAR G. WILLIAMS AND KEITH DAVIS
Indiana University, School of Business, Bloomington

JUST what personal characteristics are most important for success as a professional personnel executive? The authors went to a group which is certainly qualified to make a judgment—the personnel directors themselves. Perhaps this group is biased by experience, but they should know something first-hand about the problem.

Emphasis of this study was upon the five personal characteristics mentioned most frequently and the relative importance of each characteristic. Comparisons were made according to size of company, primary work background of the personnel director, and number of years that the director had been in personnel work.

"PATIENCE AND TOLERANCE" HIGH ON LIST

Top personnel executives of Indiana firms were sent questionnaires. If an executive did not reply, he was questioned personally. Firms were excluded if they had less than 250 employees, no full-time personnel executive, or a top personnel executive who lacked responsibility for an overall personnel program. For example, a firm was excluded whose personnel director was simply an employment officer. There were 218 replies from 21 types of industries. Replies were classified into a list of 28 personality characteristics.

A request on the questionnaire was, "List in order of their importance the five most essential personal characteristics you consider necessary for an individual to be a successful personnel executive." The statement was "open end." Since no answers

TABLE I

MOST DESIRABLE PERSONAL CHARACTERISTICS FOR PROFESSIONAL PERSONNEL EXECUTIVES, ACCORDING TO OPINIONS OF 218 TOP PERSONNEL EXECUTIVES
(Arranged by number of employees in each respondent's company)

Personal Characteristics	Frequency Rank in All Companies	Number of Employees							
		250-500		501-1,000		1,001-5,000		over 5,000	
		Frequency ¹	Emphasis ²	Frequency	Emphasis	Frequency	Emphasis	Frequency	Emphasis
Patience and Tolerance.....	1	2	5	1	5	1	3	1	4
Ability and Desire to Work with People.....	2	1	4	2	2	2	4	2	2
Honesty and Integrity.....	3	5	1	3	1	3	1	3	1
Balanced Personality.....	4	3	2	5	3	4	2	—	—
Education and Knowledge.....	5	4	3	4	4	—	—	—	—
Aggressiveness and Enthusiasm..	6	—	—	—	—	5	5	—	—
Understanding and Sympathy...	7	—	—	—	—	—	—	—	—
Sincerity.....	8	—	—	—	—	—	—	—	—
Tact and Diplomacy.....	9	—	—	—	—	—	—	—	—
Analytical Ability.....	10	—	—	—	—	—	—	4	3
Friendliness.....	21	—	—	—	—	—	—	5	5
Total Respondents.....	218	73		58		67		20	

¹ Rank on basis of total times mentioned.

² Rank on basis of emphasis. Each characteristic is weighted according to the rank given it by the respondent. Only the top five characteristics are ranked in each size group.

were suggested, it was to be expected that less obvious traits, such as "favorable attitude toward authority," would be infrequently mentioned.

The five personal characteristics most mentioned were (1) "patience and tolerance," (2) "ability and desire to work with people," (3) "honesty and integrity," (4) "balanced personality," and (5) "education and knowledge" (see Table I). Some characteristics, which have been considered important by authorities on executive ability, were largely overlooked by the personnel directors. "Health" received only casual mention, and "intelligence" was not mentioned at all. The characteristics most related to "intelligence" were "analytical ability" and "verbal facility," but these were not mentioned frequently. "Flexibility" was not mentioned; yet the personnel executive needs flexibility to deal with top executives and unskilled operatives, with uneducated laborers and college graduates, and with modest women employees and rough shop men. In fact, one personnel executive was recently awarded workmen's compensation after being punched in the nose by a union representative.

The focus of most executives was definitely upon social characteristics, along with a basic foundation of "education and knowledge." Administrative characteristics such as "decisiveness," "judgment," "planning ability," and "good

coordination," were largely omitted. One wonders if the personnel executives are getting overwhelmed by the social aspects of their jobs, thereby underemphasizing professional skills and administrative ability. It has long been argued that "the wrong kind of people are often chosen for personnel work." (Gardiner, Glenn. "The Operating Executive and the Personnel Department," American Management Association, *Personnel Series*, No. 121, 1948). Such persons tend to be "back slappers" or "technique happy" and are considered by the professional executive to be "personnel mechanics."

PERSONAL CHARACTERISTICS AND COMPANY SIZE

Does the size of the concern in which the personnel executive finds himself influence his choice of personality characteristics that are essential to his success? Personnel executives in larger companies selected different characteristics from executives in smaller companies (Table 1). In larger companies, "aggressiveness," "analytical ability," and "friendliness," appeared in the top five characteristics. It is possible that extended lines of authority, labor union activities, and the sacrifice of personal day-to-day management-operative contacts due to company size, caused executives to emphasize these factors because they are characteristics which would help compensate for "bigness" and losses in individuality.

"Education and knowledge" received ranking only in firms of 1,000 employees or less. "Balanced personality" was ranked only in firms of 5,000 employees or less. It would appear that top personnel executives of the larger firms believed that other characteristics were more important than these because they could depend on subordinate personnel specialists to round out both their technical knowledge and personality.

In the emphasis placed on each characteristic, two variations were noteworthy. ("Emphasis" was indicated by weighting characteristics according to the rank given them by the respondents. Number 1 on each list was weighted 1, number 2 was weighted 2, and so on to the 5th item, which was weighted 5.) First, although "patience and tolerance" ranked very high in frequency, this trait was consistently near the bottom in emphasis in all size groups. Second, "honesty and integrity," even though not found on as many lists as some others, was emphasized by each size group as the one most important characteristic. One wonders how much the current stress of honesty in unions and government affected the emphasis placed on this characteristic.

This survey showed that most personnel directors got to their present jobs by way of production experience. Since it is highly probable that the type of work experience affects personnel directors' viewpoints, their experience channels were compared with the personal characteristics that they thought most desirable for personnel directors.

"Patience and tolerance" and "ability and desire to work with people" were mentioned most by each experience group. The single exception was the production

group, in which the "ability and desire to work with people" ranked fourth. The frequent mention of "ability and desire to work with people" shows that personnel directors consider this characteristic important. Since most jobs in business require some degree of liking to work with people, the personnel directors may, by often mentioning this characteristic, be implying that above-average "ability and desire to work with people" is essential.

PERSONAL CHARACTERISTICS AND EXPERIENCE CHANNEL

The executives whose experience channel was personnel work had the most distinctly different ranking of characteristics. These executives were the only ones to rank either "aggressiveness and enthusiasm" or "emotional maturity" among the top five characteristics. Perhaps their regard for "aggressiveness and enthusiasm" is the result of a background in a field which is not yet clearly defined nor justified in the eyes of management, with the result that success with the personnel program often depends on aggressiveness and enthusiasm. A recent survey (Shurtleff, Wade E. "Top Management and Personnel Administration," American Management Association, *Personnel Series*, No. 144, 1952) reports that personnel directors feel the need for better acceptance. Those whose experience channel was personnel work ranked "honesty and integrity" twelfth. All other executives ranked it in the top four, which means that those whose experience channel was personnel work either assumed this characteristic and therefore did not mention it, or else they differ with the other groups regarding its importance.

The sales and engineering groups were the only ones to include "understanding and sympathy" among the top five characteristics. Additional study of the responses showed why the sales group ranked this characteristic high. The sales group included a number of women personnel directors of department stores and most of these women emphasized "understanding and sympathy."

When the characteristics were weighted according to the rank given each by the individual respondent, results showed that the ones most mentioned were not always considered most important. For example, "honesty and integrity" was third in frequency, but those who mentioned it tended to rank it first in importance. Seventy-seven per cent of the accounting and finance executives who mentioned it said that it was the most essential characteristic for success in personnel work. As another illustration, the engineering group thought "patience and tolerance" was the most important characteristic, but the sales group believed it only sixth in importance.

When personal characteristics were arranged according to each respondent's years of personnel experience, "articulateness and verbal facility" appeared for the first time among the top five characteristics. This factor was ranked fourth in emphasis by executives who had under six years of personnel experience. One might conclude that the ability to talk not only fast but well is "of the essence" in the

opinion of relatively inexperienced personnel executives! The newer personnel executive is recognizing the importance of communication skills.

"Education and knowledge" was consistently low in frequency and emphasis, except in the group with less than six years of personnel experience. The greatest percentage of young college graduates especially trained in personnel work was in this group. College-trained personnel people are still relatively new in business and industry, since many colleges and universities have just recently introduced professional personnel courses. It is not known whether the young college-trained personnel executive emphasized "education and knowledge" because he himself had it, because he was new in the field and felt a need for it, or because his professional training made him aware of the great need for "education and knowledge" in the field of work.

DETERMINE CHARACTERISTICS YOU NEED MOST THEN DEVELOP THEM

It is significant that top personnel executives do not agree on what their most desirable personality characteristics should be. This research showed that one reason for differing viewpoints was different executive backgrounds. A sales background suggested one set of characteristics, while a production background suggested different characteristics. The man with many years of personnel experience emphasized different characteristics than the personnel novice. Different company situations also caused different personality factors to be stressed. The executive in the large company recognized a different set of personality needs than the executive in the small company.

These results indicate that, because of different individual backgrounds and work situations, the personality requirements for personnel directors *in general* cannot be stereotyped. However, there was consistency regarding certain characteristics. "Patience and tolerance" was the personality trait most frequently mentioned by most size and experience groups. "Honesty and integrity" received the greatest weighted emphasis from those who mentioned it. These two traits seem to be sufficiently important "in general" to demand the attention of most personnel executives. The single exception to emphasis on "honesty and integrity" was the group which rose through the personnel experience channel. It ranked the trait *twelfth*. Conversely, 77 per cent of executives with accounting and finance experience ranked it first.

Top personnel executives tended to stress social and psychological characteristics such as "tolerance" and "desire to work with people," rather than administrative characteristics such as "decisiveness" and "planning ability." Executive abilities are a scarce commodity which personnel executives need just the same as other executives; so they may be underemphasizing the management part of their job. This can have a major effect on their performance and on development of the field of professional personnel administration.

Just Looking, Thank You

AMA Personnel Conference

This fellow with a PRESS badge on his lapel arrived in plenty of time for the 10 o'clock opening of the American Management Association Personnel Conference in the Grand Ballroom of New York's Hotel Statler on Monday morning, September 28. Conferees were milling around the registration desks, so he took a minute to shake hands with Donald G. Keen, AMA public relations director, before going in to the opening session.

That was his mistake. When he went in to the meeting only a couple of minutes late it was already in full swing, with a packed house paying rapt attention as Lawrence A. Appley, AMA president, welcomed all and sundry. Thus he learned at first hand about one of the modern miracles wrought by AMA—the starting of sessions on the dot. Later he found that such clock-work precision applies also to closings, and presumably to the time allotted to each speaker. A swell trick if you can do it—but who else can?

* * * *

Lawrence Appley yielded the floor to Samuel L. H. Burk, AMA V.P. in charge of the Personnel Division, who was chairman for the session. The gent with the press badge recognized him immediately as the fellow whose photo had appeared in *PERSONNEL JOURNAL* only a little while before, and who had somehow run afoul of his wife's mud pack. After some ribaldry back and forth over whether Appley or Burk (either of whom can part his hair with a bath towel) has the curlier locks, Burk introduced John Post, industrial relations department manager for Continental Oil Company at Houston, Texas, and the conference was off to a good start.

* * * *

Post's subject was "The Personnel Administrator at the Crossroads." "With

the trend toward specialization," he said, "industry is going to need more than ever before managers with the broad viewpoint rather than the narrow specialized viewpoint." Here, he said, the industrial relations manager has his greatest opportunity and faces his greatest challenge. "Better than almost anyone else in the organization he has an opportunity to see the enterprise as a whole. He has an opportunity to show skill and leadership as a planner, as a mold of unity out of divergent or special points of view, as a teacher, and as an inspiration to thoughtful, far-sighted action. . . . We may witness an astonishing development in personnel administration which is tied to the reawakening and resurgence of the function of the entrepreneur and manager in American industry."

Mr. Post in preparing for his talk made a "capsule survey." Most of the chief executives he queried said that they expected the personnel function to grow in importance compared with other functions in the organization. Post feels that the personnel administrator has a good chance to win for himself an important place "in the everyday councils of management where the hard decisions are made, the decisions for which there may be no 'right answer,' but only a better or worse solution."

* * * *

Good as the talks were, expertly as the speakers handled themselves and their subjects at the mikes, admirable as the organization of and preparation for every session proved to be—to our mind these were not the most impressive features of this conference. What most impressed us—and we say it sincerely—was (1) the character of the people in attendance, and (2) their alert concentration on the business in hand.

We've sat in on a lot of convention sessions. We've milled around with a great many groups in different lines of work. Seldom, if ever, has it been our privilege to meet with people of so high average "quality" as judged by their faces, voices, clothes, grooming and general bearing. Perhaps this shouldn't have surprised us, for almost everybody here had risen by a cold and sure process of selection to be a leader of men. And they were here for a purpose, which they had no intention of passing up in favor of convention fun.

* * * *

One thing you soon noticed was that at this meeting place there were no commercial exhibits to give a "circus" atmosphere. This must have been by intention, because at some conferences staged by the AMA—for example, the annual packaging exposition—space is sold to hundreds of exhibitors, and this part of the festivities seems to have become the tail that wags the dog.

Here at the personnel conference three small rooms across from the registration area were given over to exhibits, it is true. But these were modest, instructive and helpful; not gaudy or garish. Lance, Inc. in its small exhibit told about "multiple management." Weirton Steel Co. in several panels told "how our labor contract operates." New York Telephone Co. showed some of their methods for "strengthening supervisors to discuss various benefit programs." General Motors displayed a number of booklets distributed by means of their "reading racks." That was all.

* * * *

Conferees had an opportunity to question every speaker or group of speakers. Girls circulated in the aisles to pick up written questions and take them up to the chairman's stand. In this way the questions accumulated as the speaker talked and more kept coming as long as there appeared to be time left for answers. The questions seemed to us penetrating and

constructive, the answers as precise as the speakers could make them. We thought as we listened—where else would companies be willing to let down all bars and share their methods and experiences so candidly with others? Here, for sure, were free men in a free economy working together for their mutual good, an inspiring example of confident good-will motivated by enlightened self-interest.

* * * *

Even the business sessions, naturally, produced their lighter moments. As in the talk of Dr. Dershimmer, DuPont's Director of Psychiatry. The audience chuckled as he stated that all of us at times are a little off the beam—a little bit crazy. The doctor's talk was one of the best we heard; much of it seemed spontaneous. One statement that deserves repetition: "The greatest fear of civilized men, particularly at work, is a fear of appearing ridiculous in the eyes of others." The doctor says there is evidence that a well managed industry does a better job of promoting mental health than most outside agencies. He defines mental health as "a state of continued natural growth in mental productivity, as demonstrated and measured in terms of useful performance."

* * * *

This year's AMA Personnel Conference had the biggest attendance ever. We believe we heard the statement that the *advance registration* this year was greater than last year's total attendance. That speaks volumes as to what personnel people get out of these meetings.

Thank You for Your Letters

Ralph P. Kreuter, personnel consultant of Sheboygan, Wisc., thinks the article "How to Improve Employment Interviews" by Palmer Wentworth in our June issue was "one of the best current articles in personnel literature. Not only does it espouse genuine basic principles," he says, "but the down-to-earth research nature of

it makes it outstanding. . . . Personnel people need much more of this kind of simple straightforward research work to disprove or prove many of their ideas which sound so plausible that many of us are apt to take them for granted. 'Good foremanship,' for instance, seems to be something everybody knows all about except foremen. Such an analysis as Mr. Wentworth made can be a stepping stone to standard practice and the precise nomenclature the personnel world so badly needs."

Gerald A. Joines, training director with Cargill, Inc. of Minneapolis, was one of several who have had nice things to say about our "Across the Editor's Desk" department since our query about it in April. "I feel that it's one of the most interesting parts of the magazine," he says. "I read the Personnel Journal each month with considerable interest, but find the rather chatty and informal comments about the doings of various organizations in that particular section very helpful and interesting, indeed."

Dr. Mildred B. Mitchell of Dayton, Ohio, constructively criticizing the department, says "I enjoy reading about what some of the organizations are doing, not just the fact that they had a meeting or election of officers. Perhaps other organizations are also helping their cities to obtain better government. I thought it was a real service to the community that the Toledo Personnel Managers Association helped screen applicants for the director of personnel for the city of Toledo (as reported in April). Personally, I enjoy hearing of such activities and commend you on telling us about them." Dr. Mitchell "confesses" she has been "a bit bored with this section at times" but adds, "I found the 'new style' good reading."

Stephen Habbe of the division of personnel administration, National Industrial Conference Board, New York City, was planning for a "workshop" in Cleveland when he wrote us in June. After asking if

we could supply reprints of a series of articles by Guy Wadsworth about the "field review method"—a series run in PJ some five years ago—he added: "For some time now I have been wanting to drop you a note about the Personnel Journal. I have found your informal comments in the front and also the notes in the back to be particularly interesting."

V. W. Gillen, personnel director of Reeves Instrument Corporation, New York City, writes as "a cover-to-cover reader for the past seven years." He thinks "your articles are good, and many are provocative . . . I notice you frequently blaze new trails. I particularly like 'Across the Editor's Desk' and 'Editor to Reader' ". In connection with make-up, Mr. Gillen raises a question on which we'd like to hear from more readers. He says he prefers the two-column pages, and finds the pages printed in wide measure a little harder to read. What do you think?

Kay Freeman of the St. Thomas, Ontario, division of the Timken Roller Bearing Company, tells of a good idea practiced by Timken which may appeal to others. The company gives each supervisor a subscription "to a magazine of his choice. The magazine will be delivered to his home." We're happy to learn that at least one supervisor chose PJ.

Recipe for a Big "Flop"

"How to Be an Outstanding Failure in Industrial Relations" was the title of a talk by L. J. Whetsell, director of industrial relations of the Producing Department of the Texas Company, before the Houston Industrial Personnel Association some months back. A report of the talk appeared in the National Foremen's Institute "Employee Relations Bulletin." Among "nine precious ways to become eligible for unemployment insurance" were:

(1) First, when your job requires you to take a position on a matter, whether it

be of major or minor importance, always consider strategy first. Figure the angles. Let your sincere convictions be secondary; otherwise you might not be popular.

(2) When your associates differ with you, be sure to take it as a personal affront. Only successful people are able to look upon such things objectively and realize that usually there are at least two legitimate sides to every question

(3) If you want to avoid being just a mediocre failure, I would suggest that you lose your ability to see things through the eyes of the rank-and-file employees.

(4) The fourth tip is closely related . . . If you want to muffle the ball in good style, confine your interest to theory and policy and forget the individual as a person.

Become an office or swivel-chair operator. People who have only a meager understanding of what your job is may think you are a "big shot."

(5) Be quick on the trigger to make promises to employees and then promptly forget all about them. . . .

(6) Get into office and field politics with both feet; if there aren't any, start some.

(9) Another sure way to contribute substantially to your failure is to be real certain at all times that you understand employees and know exactly why they feel as they feel. No greater fallacy has ever existed; yet, of all delusions, this is perhaps the most common and is indulged in by people in all walks of life.

About the Authors

Daniel Krakauer is vice president in charge of manufacturing in the main and six branch factories of the Kay Manufacturing Corp., Brooklyn, makers of springs for furniture and bedding. He majored in zoology, with psychology as his related field, at Cornell where he graduated in 1935. After another year of zoology in Johns Hopkins Graduate School, he entered the family business and took on "a rash of night school work in engineering." It was in 1945 at Brooklyn College Graduate School that he took a course under Professor Maslow, to whom he refers in his article. Factories under his management vary in size from 40 to 400 employees. Mr. Krakauer lives in Great Neck, New York.

McCoy C. Campbell, Jr. is personnel director of The First National Bank of Atlanta, Atlanta 2, Georgia. He majored in English at Vanderbilt University and graduated in 1940. He was in personnel work in the army for four years. Before accepting his present position in 1950 he had been manager of the Personnel and RFC Custody Department with the Nashville branch of the Federal Reserve Bank of Atlanta.

Arthur R. Laney, Jr. is assistant to the director of personnel of the Washington Gas Light Company, Washington, D. C. After studying at Davis-Elkins College in West Virginia he was, during "the great depression," variously a sales clerk, a dance band musician, a newspaper man—and almost a politician. Mr. Laney, by night work while in the present position, earned his Bachelor's degree in 1947, his Master's in 1949. He now teaches evening classes in psychology at George Washington University as well as at Southeastern University, as mentioned in a "profile" of him in our November 1952 issue. He has been in personnel work for fourteen years.

Edgar G. Williams is an assistant professor in the Department of Management, School of Business, Indiana University. From 1948 to 1953 he earned his A.B. at Evansville College, his M.B.A. and his D.C.S. at Indiana University. He is a member of the Indiana Personnel Association, and of the American Society of Training Directors on its research committee. Employed by farm cooperatives, retailers and pharmaceutical houses in an advisory capacity, he is a partner in a management consulting firm specializing in managerial development, personnel relations and organizational planning.

Keith Davis is an associate professor, Department of Management, at Indiana University. He has authored many articles on personnel subjects and is a consultant to business in the areas of employee communication and personnel administration. He received his Ph.D. in management from Ohio State University. Formerly an industrial relations specialist in a large manufacturing company.

Reviewed by Harrison Terrell

CONCILIATION IN ACTION—*Principles and Techniques*. By Edward Peters. National Foremen's Institute, Inc., New London, Conn., 1952, pp. xx, 266. \$4.50

The phrase "blow-by-blow account" has been terribly overworked, but applies quite aptly to what the reader can look forward to in this book. The author is a conciliator in the California State Conciliation Service and cites cases just as they came into being and were handled in real life. The author's note on this point reads something like the announcer's introduction of "Dragnet" on the radio. He says: "In the case histories and examples used in the work, all names of persons and companies are fictitious. The events described are authentic and have been altered only to the degree necessary to protect the confidential records of the California State Conciliation Service".

Among the eighteen chapter headings are these: in part I, under the inclusive heading of "The Dynamics of Industrial Strife," are The Setting, The Deadlock, The Strike, The Power Conflict, The Loyalty Conflict, Horse-Trading, Public Opinion in Disputes. In part II, "The Conciliation Technique", are The Conciliator's Contribution, Entering a Situation, Finding the Real Issue, Equities vs. Self-Interest, The Active Role of the Conciliator, The Passive Role, Timing. The final chapter tells what personal qualities a conciliator should have and discusses ethics.

This book, especially the second part of it, is almost as hard to put down as an intimate diary. For example, on page 157

the author says: "In some three hundred disputes, the writer has never had a party renege when an offer given to him by hint or other means of indirection was accepted by the other party. On two occasions it very nearly happened. . . ." Who could stop reading at that point! And when you find out what happened those two times, something else draws you on.

For those who like to know what goes on behind the scenes, this is a book to be enjoyed.

CONFERENCE ON LABOR—*Fifth Annual, New York University*. Edited by Emanuel Stein. Matthew Bender & Company, Inc., Albany, 1952. 857 pages. \$10.

Though the editor says, "It is our belief that this volume, like its predecessors, will serve as a valuable aid to all those engaged in industrial relations work in whatever capacity", this weighty tome is definitely for professionals. It is made up of thirty lectures given before the Fifth Annual Conference on Labor in New York City last April. The conference was conducted by the Law School, the Graduate Division of Public Service, the Graduate School of Arts and Science, and the Division of General Education of New York University. The fact that about half of the lecturers were members of the New York bar or otherwise associated with the law suggests the book's flavor.

The lectures—many of which are expanded beyond their original lecture form—are presented in four groups. Group I deals in general with Taft-Hartley Act

problems and suggested solutions. Group II treats of internal union affairs. Group III discusses new issues in collective bargaining. Group IV talks are on stabilization.

The book is offered to labor-management men on a two-weeks approval basis.

THE WORKERS' STORY; 1913-1953. United States Department of Labor. Superintendent of Documents, U.S. Government Printing Office, Washington 25, D. C. 1953. 143 pages, paper covered, \$.45

A highly interesting and readable book celebrating the 40th anniversary of the U.S. Department of Labor. Eleven chapters deal with the size of our labor force, its make-up, living standards, safety measures, labor unions and other matters having to do with workers and production. A useful list of Department of Labor publications is appended.

Herbert Little, the Department's director of personnel, in sending us a copy said, "We have tried to tell what has happened to the American worker during the past 40 years in his manner of living, his working conditions, his labor organizations, and his relations with his employer . . . in language and style somewhat different from those characteristic of most government publications".

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION—*Proceedings of Fifth Annual Meeting.* Edited by L. Reed Tripp. 1953. pp. x, 254. Paper cover, \$3

This is a collection of papers, concerned with aspects of industrial relations, delivered at the 5th annual meeting of the IRRA at Chicago in late December 1952. The papers will be of little, if any, practical help to personnel men in their daily operations. Nevertheless, they are stimulating, enjoyable and educational. They are the sort of reading that helps make the personnel worker a man of stature, rather than only a plodding doer of jobs.

Part I is the presidential address by J. Douglas Brown of Princeton University, dealing with "University Research in Industrial Relations." "Industrial relations", he said, "is not a science. Rather it is the study of the values arising in the minds, intuitions, and emotions of individuals as these values become embodied in group organization and action. The understanding and solution of problems of group organization and action can never be divorced from the more basic understanding of the values which determine individual behavior. . . . The student of an art—and industrial relations is a good example—must ever seek his satisfactions in the improvement of a way of life judged in terms too intangible to prove".

The volume is organized in eleven parts. Among the part titles are: The use of statistics in collective bargaining; The role of public opinion in industrial disputes; The principles and factors influencing managerial decisions in industrial relations; Problems in the development of pension programs under collective bargaining; Leadership and communication in companies and trade unions.

An interesting device in the treatment of subjects is the following of each capital paper with a "Discussion" of the subject and its handling. Each main speaker at the meeting was followed by one or two others who were well informed on his subject and who criticized or "reviewed" the paper immediately. For example, "Ground Rules for the Use of Statistics in Collective Bargaining" by George W. Taylor of the University of Pennsylvania is followed in this book by three pages of comment by William J. Caples, President of Inland Steel Container Corp., and by Andrew W. Myrup, Research Director of the Bakery and Confectionery Workers' International Union of America, AFL. To our mind, these second and third looks at the subject from other points of view are quite helpful.

This and the next reviewed book may

be ordered from the Secretary-Treasurer of the Association, Park and University, Temp. 3 Room 5, Madison 5, Wisconsin.

INTERPRETING THE LABOR MOVEMENT. Edited by George W. Brooks, Milton Derber, David A. McCabe and Philip Taft. Industrial Relations Research Association (address above) 1952. pp. xi, 207. Paper cover, \$3.

This volume is number 9 in the Association's series, in which the foregoing reviewed book was number 10. It consists of ten essays "designed to stimulate new thinking about labor theory—not to provide a definitive and integrated theoretical structure . . . Throughout the essays certain themes stand out: (a) the pragmatic nature of the American labor movement, continually experimenting with a changing environment to survive and grow, (b) the diverse, multi-form character of the movement attacking its problems and seeking its goals through the use of many different structures, policies and techniques, and (c)

the increasing complexity of its activities as it moves beyond the plant and industry into the community, state, national and international arenas." A most useful book for the personnel and labor-relations man who wants to improve his knowledge and understanding of the labor movement.

STRIKES—A STUDY IN INDUSTRIAL CONFLICT. By K. G. J. C. Knowles. The Philosophical Library, Inc., New York, 1952. Pages xiv, 330. \$8.75.

The first part of this study, dealing with British experience between 1911 and 1947, is mainly historical and descriptive; the second, looking at the causes and effects of strikes, is analytic. The author is associated with the Oxford University Institute of Statistics. Serious students of industrial conflict would doubtless find much of value in the book. American industrial and labor relations practitioners would as certainly derive more benefit from a volume of the same kind based on a study of the American scene.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

The Weather and Other Factors Influencing Employee Punctuality. By Roland E. Mueser, Pennsylvania State College. *Journal of Applied Psychology*, Vol. 37, No. 5, October, 1953, 329-337.

A professor noticed on a warm, bright day in early spring that his students arrived unusually early for an 8:00 o'clock class. This observation caused him to wonder whether early morning illumination had any effect on punctuality. To test this hypothesis a study was made of the personnel of an engineering laboratory on the campus.

The employees of this laboratory were regularly checked in by guards and a record was kept of the time of arrival to the nearest five minute interval. An average of 101 men and 31 women were timed six days a week for a total of 69 working days from February to May, 1951. Most of the employees drive to work and the rest walk, so that no bus or train schedule was involved.

The data on the weather were obtained from the Meteorological Department of the College. Readings of light intensity were taken at half hour intervals

from 6:00 to 8:00 a.m. and a total of these values was used as a measure of the light intensity for the early morning. Nine other meteorological variables were also observed and recorded each day.

A distribution of arrival times was made for men and women separately, and a wider distribution was noted among the men. This may be accounted for by the difference in jobs held by the men and women. The women were largely clerical and secretarial workers, while some of the men were research scientists and administrators.

A weekly cycle of punctuality was noted with a tendency for more people to be late on Monday. They do better toward the middle of the week and tend to be more tardy as the week-end approaches.

The correlations between light intensity and promptness were found to be significant at about the 10% level, but they were in an inverse manner from that originally expected. On the average both men and women arrive at work significantly earlier when the morning is dull and later when it is bright. None of the other meteorological factors listed, such as barometric pressure, showed a significant correlation with the punctuality criterion.

Visual Performance as a Function of Low Photopic Brightness Levels. By Milton L. Rock; E. N. Hay & Associates, Philadelphia. *Journal of Applied Psychology*, Vol. 37, No. 5, October, 1953, 412-427.

This careful and comprehensive study will not be reviewed in detail because it is not of general interest to personnel workers. However, anyone who is doing experimental work in this area will do well to consult the article. The bibliography is excellent and there is a helpful summary of recent investigations of visual performance. The care with which the method, apparatus, and results of each of the four experiments are presented makes it possible for other research workers to understand

just what was done. The methods used may be very helpful to those who are planning to study the best color of light to use, or the minimum illumination needed in a given situation.

In this study four types of visual tasks were investigated: judgment of magnitude of an illusion, absolute threshold for motion, depth perception and a simple addition task. All tasks were investigated under five brightness levels. In each of the experiments, critical brightness levels were found below which performance was increasingly poor. Increased brightness above the critical level improved performance relatively little or not at all. It was suggested that for maximum performance on visual tasks, with minimum brightness, illumination should be adjusted to yield brightness values of .05 to .1 foot-lamberts.

Productivity and Satisfaction of Full- and Part-Time Female Employees. By Marguerite S. Gadel, East Orange, N. J. *Personnel Psychology*, Vol. 6, No. 3, Autumn, 1953, 327-342.

This study will be of special interest to firms which are considering hiring older employees or part-time workers to meet their present labor needs. A group of "older" women who had been hired to fill clerical jobs usually filled by younger women was compared with groups of regular women employees. The older women were hired on a part-time basis and worked from 20 to 35 hours a week. Job performance was studied from several different angles and the results indicated that the part-time workers produced at least as much work per hour as the regular employees.

Information was obtained for 301 women employees in one company, 60% of whom were past 40. Almost all these women were married and many had school-age children, and for this reason preferred part-time work. Most of them were doing routine clerical work and a few were on

typing jobs. About one-third of them had worked for the same company previously.

The immediate supervisors seemed to view the older women as more desirable employees than the younger workers. However, production records, comparative rankings, and supervisory estimates of the learning ability of these employees would indicate that the two groups are about equal. It is interesting to note that the older employees were slightly inferior in performance on the clerical tests used by the company. Their similarity in job performance emphasizes again the fact that such factors as attitude and judgment, as well as clerical ability, play a part in determining success on a job.

The older workers had considerably higher job satisfaction and considerably lower turnover during the period studied. There was some evidence that their job expectations differed from those of younger employees. This difference in job expectation may be a partial explanation of their higher job satisfaction which may contribute to their good performance.

The article gives tables showing job performance by five-year age groups and gives examples of the types of rating scales used to study job performance and job satisfaction.

The Validity Information Exchange. Announcing a New *Personnel Psychology* Feature. *Personnel Psychology*, Vol. 6, No. 3, Autumn, 1953, 265-270.

Everyone is asking for validity information on tests used in personnel selection,

but no one actually engaged in employment work seems to have the time to conduct validity studies. Of the validity studies which are done a great many are never prepared for publication because of the additional trouble involved.

The editors of *Personnel Psychology* believe that the interchange of experience and research results will be of great value to individual personnel workers. In order to facilitate this they have set up a Validity Information Exchange. They have devised a form which they believe can be filled out in less than an hour. The information required on this form covers the following points:

- o. Code number for the position as given in the *Dictionary of Occupational Titles*.
1. Author 5. Sample
2. Firm 6. Size of sample (N)
3. Job description 7. Predictors
4. Criterion 8. Technique

The forms are currently available on request from: Erwin K. Taylor, Western Reserve University, Cleveland 6, Ohio.

It is emphasized that negative reports may be as useful as reports of tests which show high validity. The projected exchange will have value only if personnel research workers cooperate to the full in submitting reports of all validity studies. It is hoped that perhaps by the spring of 1955 it will be possible at nominal cost to supply any research worker with a set of such reports for any particular job for which he is interested in developing a selection battery.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION prints a thoughtful article by Morley H. Fox, Supervisor of Salary Standards and Employee Services, B.C. Electric Railway, Ltd., Vancouver, on "Merit Rating" in the September issue of *Personnel Panorama*. Mr. Fox concludes that a sound merit-rating system should have the following characteristics: (1) it should be tailored directly to the needs of the company it serves; (2) it must be reliable in that it must maintain consistency after repeated application; (3) results should be as free from unconscious bias as humanly possible; (4) the system must have built into it some method of counteracting the universal tendency to rate too high, and must have within it some method of levelling out differences in outlook by various supervisors towards merit rating; (5) the system must be easy to understand, both by supervisors and by employees; (6) it must be practical; (7) it should be fair to the employees and yet provide management with an over-all administrative control over the amount of merit increases.

The *Seattle Chapter* of the association in its *Monthly Bulletin* for September reports on "What's New in My Company." Blair Franklin of the Pacific Telephone and Telegraph Co. told of the company's increasing difficulty in hiring and keeping desirable people on the payroll. They decided to question former employees to find why they had quit and, as much as possible, their thoughts, feelings and attitudes toward the company. The questioning showed that hours of work and central office leadership needed attention. Under the same "What's New" heading, Leslie Harrold of the Continental Can Company reported on his company's train-

ing courses. At least five of these were said to be conducted by the company training department in Chicago. Supervisors enrolled in them are taken off their jobs while training. Other chapter members contributed to the same report, telling about their indoctrination methods, their performance reviews, and their recreational programs. Exchange of experience and information in this way seems like a good idea. Has any other club tried it?

Seattle was host to the other chapters of the association at a conference held the last of October. Robert C. Landon addressed the group on "Ethics for Personnel Management." There were workshops on management development, group development, collective bargaining, recruiting, effective and ineffective economic education, and communication.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION heard about the labor problems on the New York City waterfront recently from the Rev. John M. Corridan, S.J., Associate Director of the Xavier Institute of Industrial Relations. According to Father Corridan, corruption on all levels seems to be the underlying cause for the poor labor relations on the docks. Not only are union officials involved, but apparently certain industry and government people are equally tainted. The industry obviously has no labor policy. Arbitration is no answer to the dilemma. The problem boils down to a single question—how to get rid of the racketeers.

In the summer issue of the *NYPMA Bulletin* William E. McCauley urges personnel people to look ahead, and correct some of the abuses and omissions found in industry today, instead of being smug

about progress. He feels in particular that records are inadequate and not used properly in many cases. Training is insufficient in his opinion, and the promotional procedure is probably the most glaring deficiency in the personnel scene. Too often promotions are made blindly, without proper consideration, and for the wrong reasons. Incentives, he says, are not tried until the company is on the rocks. Communications are not considered until the company has had considerable labor trouble. Training is used only in time of glaring need. The task ahead is appalling in scope, but the possibilities for improvement are great.

The October meeting of the group was devoted to a panel discussion of "How to Keep Hard-to-Find-Employees on the Job After They Are Found." The moderator was Dr. F. Bradshaw.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO has worked out a series of conference group activities for 1953-4. The topics selected are: labor-management relations; employee selection, placement and evaluation; health and employee welfare; new developments in industrial relations; employee education and development. All conference group meetings are held at the dinner hour on Tuesday or Thursday. The meetings are discussion sessions in which the active participation of all is welcomed. The October meeting of the association was addressed by Edward A. O'Rourke General Manager, New York State Division, The Reuben H. Donnelley Corporation. He spoke on "Organizing for Good Industrial Relations."

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES featured a panel on "Employee Opinion Polls" at their September meeting. A. J. Alstrom, Standard Oil, and C. E. Ducommun, Ducommun Metals and Supply Company, participated. Mr. Alstrom presented the subject from the viewpoint of a large,

geographically scattered, partially unionized company. Mr. Ducommun discussed the subject from the point of view of a smaller, single-plant, non-unionized company which has operated four opinion surveys. The association has recently adopted the policy of making tape recordings of the programs, which are later transcribed, mimeographed, and mailed to members. Other associations please note.

TRAINING DIRECTORS SOCIETY OF PHILADELPHIA went to Wilmington for their October meeting. The subject was "Demonstration of Three Training Areas: Supervisory, Technical, Clerical." At five o'clock Carl MacAndrews, Assistant Manager, Industrial Relations Division, gave a definition of DuPont's training philosophy and stated the relation of the Central Training Staff to other departments. George Port conducted a flannel board presentation of Discussion Leading Training for supervisors. After dinner William Redd told how to develop the presentation of a technical training program for professional personnel, and W. Tremaine described work simplification adapted to the clerical level. H. W. Tapper, Director of Field Research for Research Institute of America, led a workshop for the group on October 30th on the subject, "Measuring Training Results."

THE TOLEDO PERSONNEL MANAGERS ASSOCIATION heard David M. Molthrop, Executive Vice President Northwestern Ohio Industrial Council, at their September meeting. His subject was "Job Security: Let's Talk Sense." Mr. Molthrop was with the National Association of Manufacturers and did considerable research on the subject of the guaranteed annual wage. He discussed many points that were revealed in this study.

APPLETON PERSONNEL ASSOCIATION, Appleton, Wisconsin, discussed "Com-

munications in Industry" at their October meeting. Carl R. Geisler, Director, Personnel Division, Marathon Corporation, was the speaker. A successful openhouse program staged by a member was held in September at the Appleton Coated Paper Company.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE looked ahead to "The Personnel Job of the Future" at their October meeting. The speaker was Thomas G. Spates, Professor of Personnel Administration, Yale University. Listed on the announcement of the meeting are several other meetings of interest to the membership, such as that of the American Society for Personnel Administration, which held its 5th Annual Convention in St. Louis in November; a course on the problems of Alcoholism in Business; and meetings of the Boston Credit Men's Association and Retail Credit Association of Boston. These reminders are a nice service from the Club.

THE CHAMBER OF COMMERCE IS CLOSELY IF NOT DIRECTLY RELATED TO THE PERSONNEL ASSOCIATION in many communities. This is the case in Boston, as noted above, in Philadelphia, and in Cleveland. William G. Donaldson, Assistant Manager, Business Information and Statistics, of the Cleveland Chamber of Commerce has written us that "there is a cordial relationship between Associated Industries and The

Cleveland Chamber of Commerce. A few years ago Associated Industries had reached a low ebb but a reorganization took place and Ben McClancy, director of human relations of American Type Founders, Inc., was brought in as general manager. He has since assembled virtually a complete new staff of very able men. The organization undertakes extensive research in personnel and labor relations and offers services in the field of collective bargaining, including direct assistance in contract negotiations.

"The Chamber, of course, has many varied activities with only a small staff devoted to personnel services to our members. However, we have our own following and many of our five thousand members do not have access to the services of the Associated Industries. Therefore, we try to do the best job we can, acting as a clearing house on wage rates, personnel practices, and the like, and coordinate a rather extensive program involving a number of affiliates such as the Cleveland Personnel Association, the Industrial Relations Association of Cleveland, and the Northern Ohio Chapter, American Society of Training Directors and the Northern Ohio Industrial Editors Association.

"Our ties with these groups, which lean on us quite heavily, also put us in the educational field where we sponsor currently about five night school and institute programs for personnel, training and supervisory people."

Attending the Conferences and Courses

THE AMERICAN MANAGEMENT ASSOCIATION held a national manufacturing conference in Philadelphia, October 20-30. J. Keith Loudon, vice president and assistant to the president, York Corporation, York, Pa., spoke at the final luncheon. His topic was, "Planning in a Manufacturing Enterprise." Other featured speakers

included John L. Busey, vice president, General Electric Company, New York; Dr. Douglas McGregor, president, Antioch College, Yellow Springs, Ohio; and Harrison F. Dunning, vice president, Scott Paper Company, Chester, Pa.

TWENTY-FOUR COURSES IN LABOR AND

PERSONNEL ADMINISTRATION are being offered by the Evening and Extension Division and the Intensive Business Training Program at the City College School of Business and Civic Administration, New York. Dr. Robert A. Love is the director. These courses handle such phases of the work as employment procedures, collective bargaining, job analysis, job evaluation, development of wage incentives, induction procedures and training programs.

THE COUNCIL OF PROFIT SHARING INDUSTRIES held its sixth annual conference in Boston, November 12 and 13. Close to a thousand leaders in industry, labor and government attended. The theme of the two-day program was "Profit Sharing, How It Works." Business was represented by Cass S. Hough, executive vice president of Daisy Manufacturing Company, Plymouth, Michigan; James F. Lincoln, president, Lincoln Electric Company, Cleveland; Clarence A. Wimpfheimer, president, American Velvet Co., Stonington, Conn.; John A. Dickie, general manager, MB Manufacturing Company, New Haven, Conn.; Walter H. Wheeler, Jr., president, Pitney-Bowes, Inc., Stamford, Conn. and others.

The first morning's session was highlighted by a panel discussion on how

profit sharing works in a textile plant, and in a metal fabricating plant. The speaker for the dinner meeting was Senator John F. Kennedy of Massachusetts. Panels on internal revenue, wage and hour division, and renegotiation were included in the schedule for the second day of the conference. Speaker for the final session was Dean William G. Sutcliffe, Boston University College of Business Administration.

THE SOUTHERN ECONOMIC ASSOCIATION met in Atlanta November 13 and 14. At the afternoon session on the thirteenth the topic discussed was "Problems of Southern Economic Development." Stefan Robock of the Tennessee Valley Authority talked about industrialization in the south, Thomas A. Kelly and Ben M. Wofford, both of Mississippi State College, discussed the sources and efficiency of working forces in selected Mississippi plants. A round table on industrial relations the next morning was chaired by Joseph A. Greene, Jr. of Mississippi Southern College, and one on the guaranteed annual wage, by Harry D. Wolf, University of North Carolina. "Regional Characteristics of Industrial Relations in Southern Industry" was presided over by George R. Koons, Bowaters Southern Paper Corporation.

What's New in Publications

NOW THAT YOU'RE WITH US, says a new booklet put out by Raytheon Manufacturing Company, let's get acquainted. *Your Job at Raytheon* is a bright, loose-leaf, orientation handbook that has all the answers any new employee could ask for. Some unusual features include a map giving the location of the various plants, and a list of employment office locations "in case any of your friends or relatives want to apply for jobs at Raytheon (and we encourage the hiring of friends or relatives

of our employees)." Also of unusual interest is a family tree showing the growth of the company, and a list of rules and regulations graphically presented in cartoon form. Inside the front cover is space for pertinent personal information such as working hours, payroll classification, location of time clock, and the supervisor's telephone number. Raytheon Manufacturing Company, Waltham, Newton, and Quincy, Massachusetts, whose slogan is excellence in electronics, have an excellent handbook.

GOOD EMPLOYEE RELATIONS IMPROVE EFFICIENCY, according to two detailed case histories recently published by the *Chamber of Commerce of the United States*. Under the general title, *Developing a Better Understanding of Business Through Effective Employee and Community Relations*, the Chamber has reported on the Steel Improvement and Forge Company, Cleveland, Ohio, and the Standard Register Company of Dayton, Ohio.

In the case of Standard Register, the company improved poor postwar morale by instituting a plan of management by consultation rather than directives, which emphasized close cooperation between top management and supervision.

During a 10-year period, Steel Improvement and Forge Company suffered four major strikes and a number of minor departmental work stoppages. Relations with the union had reached a point where crews had a tendency to walk off the job first and talk to management afterward. Following World War II, Steel Improvement began a comprehensive program to develop better management-employee relations by stressing good human relations and communications. The result—seven years without a work stoppage.

Copies of the reports are available at 50¢ each from the Education Department, Chamber of Commerce of the United States, 1615 H Street, N.W., Washington 6, D. C.

LEADING FIRMS HAVE BEEN ENGAGED IN DEVELOPING REPORTS SYSTEMS which will facilitate the planning function and provide close, accurate control at all levels. At a special methods review conference held by the *American Management Association* in May five such companies described their individual programs—with special emphasis, in each case, on a particular phase of the reporting problem. These reports have recently been published under the title *Reports to Top Management*. The five systems described are: Burroughs Corpora-

tion, "Motivating Executive Action Through Reports," by James F. Lillis; Carrier Corporation, "Obtaining Proper Dissemination of Reports," by Fred. F. Hoyt; Koppers Company, "Reporting in a Control Group Organization," by Thomas J. McGinnis; Thompson Products, Inc. "Using Charts to Present Financial Data," by Ernest C. Brelsford; and Ford Motor Company, "Building an Integrated Reports System: An Outline," by George E. Altmansberger. The volume is available from the American Management Association, 330 West 42nd St., New York 36, at \$2.50 for members, and \$3.75 for non-members.

GOOD PERSONNEL ADMINISTRATION IS GOOD BUSINESS, according to a new publication, *Business—Is People!* published by the personnel management division of the *Commerce and Industry Association of New York, Inc.* The ten-page booklet presents in a good clear format the questions of recruiting, selection and placement; training; salary administration; employee benefits; employee communications; supervision; and unions. The material is offered in the form of questions for the most part, and should provide a handy reminder list for anyone responsible for personnel policies. The publication is available at 15¢ from Commerce and Industry Association of New York, Inc., 99 Church St., New York 7.

EMPLOYEE OPINIONS about wages, working conditions, supervision, policies, management, and so forth is quoted in a new publication *They Said It*. The booklet contains the answers of thousands of employees in many companies to some of the questions most frequently asked in the Employee Opinion Surveys conducted by *Guy Arthur and Associates, Inc.* of Toccoa, Georgia. The opinions are presented in charts and percentages. Opinions are given on the company, on information, pay, opportunities and promotions, job security,

management, fellow employees, and bosses. The booklet is free on request.

GOOD BUSINESS IS BASED ON PROFIT FOR ALL, not only the stockholders, but the employees and the community itself. The *Champion Paper and Fibre Company*, Hamilton, Ohio, has recently put out two films, described in a leaflet with color photographs. The first film is titled "Good Business," and describes the people who work in the integrated Champion paper mills, and their communities. The second is "Deep Roots," an interesting and informative account of how the industry developed the use of pine in making paper.

SUCCESSFUL MANAGEMENT of any enterprise, public or private, depends on getting effective results from people, states the foreword of *Personnel Administration for Libraries*, put out by the American Library Association, Chicago. This bibliographic essay constitutes a brief survey of the large body of personnel literature, with special reference to its application to libraries. The material is divided into six parts: (1) general; (2) position classification and salary administration; (3) selection of employees; (4) development of employees; (5) conditions of employment; and (6) human relations. The price is \$2.25.

TWO NEW MANAGEMENT REPORTS published by the Research Division, California Personnel Management Association, have come across the editor's desk. One is called, *Industrial Medicine and the Company Relations Program*, a stenographic brief of an address given before the association by R. B. O'Connor, M.D., Medical Di-

rector, Loss Prevention Department, Liberty Mutual Insurance Company. Dr. O'Connor emphasizes the difference between the more archaic type of industrial medicine consisting of injury care and screening examinations, and today's program that is essentially a program of health maintenance. The emphasis in today's industrial medicine is on health and preventive medicine. In conclusion Dr. O'Connor reminds his audience that "while you can learn from the right industrial physician a good bit about human relations, there is a great deal that you should be teaching him about the mechanics of industrial relations in your plant."

"When Should a Worker Be Retired" is the subject of the second report. Ron Stever, president of Ron Stever and Company, gave the address. Mr. Stever concludes that "pension and profit-sharing plans and the other fringe benefits have become an accepted and important part of our economy. Management has recognized such plans as good business. Management must review the objectives of these plans in order that they may be executed in a sound and business-like manner."

The reports are available from the Research Division, California Personnel Management Association, 2180 Milvia St., Berkeley 4, California, at \$1.00 each.

THE SELECTION AND DEVELOPMENT OF EXECUTIVES is the subject chosen for September by *Selected References*, published by the Industrial Relations Section, Princeton University. The references are grouped under three titles; (1) general discussions, (2) problems and techniques in selection, and (3) types of executive training.

Looking Over the Employee Magazines

CHARLES PFIZER AND COMPANY, INC. manufacturing chemists of Brooklyn, N. Y., have sent us a copy of the first issue of

their new *The Pfizer Magazine*. The 20-page magazine is attractive and is amply illustrated with photographs. The first issue

describes recent company outings, and has an interesting article on two company products. A new health plan is described and the company's three fire brigades are given a good write-up. A contest will be held to name the bi-monthly magazine, published for employees by the Industrial Relations Division, Charles Pfizer and Company, Inc., 11 Bartlett Street, Brooklyn 6, N. Y. Henry J. Blossy is the editor.

THE LIONEL CORPORATION, Irvington, N. J., publishes *All Aboard*, a similar "slick" magazine. The lead article in the September issue is "Tales of a Tourist", describing the European travels of Mrs. Joseph L. Bonanno. It is illustrated with photographs, and some very pleasant sketches. Pardon us for asking, but who is Mrs. Bonanno—a company employee, or the wife of an employee? And who did the sketches and took the pictures? The magazine doesn't reveal this information, which would be of interest to readers. Maybe everyone connected with Lionel knows. We bring this point up, gently we hope, because it is quite a common omission in company magazines. "Outward Bound" is a good description of the Truck and Platform Control department and its work. Other articles tell about the hobbies of some of the employees, and the various ways in which it is possible to study at night. There are the usual departments on activities of the employees. James Limner is editor, and Betty Rivola the assistant editor.

SPEAKING OF ERRORS OF OMISSION, there's one more to be brought up. *The SGIOpener* is a nice little four-page company newsletter that comes to us from Regina, Saskatchewan. Seems like a pleasant group of people up there in Canada. Their pictures in the letter look good, they get married and promoted and go hunting and have softball games, *but* we don't know who they work for! How about it? Anyone have

a clue? Gentle hint: the name of the company should appear on any house organ.

PENNSYLVANIA SALT MANUFACTURING COMPANY, of Philadelphia, has just started to publish the *Pennsalt Profile*, a 20-pager well illustrated with photographs. A two-page map in the September issue shows how Pennsalt reaches from coast to coast and across the seas. There is a page especially for the ladies. Scholarship awards are announced and a picture-article shows the many ways in which Pennsalt products help make schools better. Putting the right man in the right job at the right time is the aim of Pennsalt's management development program, according to a brief article in the same issue. In introducing the new magazine George B. Beitzel, president of the company, says it will deal chiefly with Pennsalt people at work and will be sent every month to the 3400 employees and more than 200 retired workers, as well as Pennsalt people in the armed forces. Quentin R. Fehr is the editor. Barbara B. Martell is assistant editor. Congratulations to them on a most attractive magazine.

MELLON BANK AND TRUST COMPANY of Pittsburgh introduces a new look with the October issue of *Mellon Bank News*. The editor explains that "we're going to be using a new kind of photography—photographs taken by a Polaroid Land camera which is the camera that develops its own pictures in one minute. Because we will be taking our own photographs it will be easier to use pictures in the magazine. And best of all, we'll be able to be more timely, since the period between the time we take a picture and the day it can appear will be cut to about one week. Finally, our printing arrangements will permit us to make more use of color." Most of the items in the magazine are personal, but the lead articles gives an interesting formula for figuring monthly salary "which is probably higher than you think." In the article a

supervisor points out to an employee about to resign in favor of a "better-paying" job, that the new salary is really no higher than her present one. The employee had calculated her monthly salary simply by multiplying her two-week pay check by two. The supervisor reminded her that most months have more than four weeks, and that the Christmas bonus and other benefits should not be forgotten. This is useful point of view for personnel people to keep in mind. Another omission: the editor's name is not given. You put out a good publication. Take the credit for it! Naming the editor gives a magazine more personality, too.

RAYTHEON MANUFACTURING COMPANY publishes a monthly newspaper, the *Raytheon News*. A flourishing Trading Post offers items for sale or rent, and lists wanted objects—a convenient service. The newspaper format permits a nice variety of personal items and company reports. It also allows the relatively painless appearance

of an editorial. The one in the September issue points out that the only way for employees to make more money, in the long run, is by increasing production. "It is only by producing more goods per man-hour of work that real wealth and increased purchasing power can be accomplished on a healthy and stable economic basis. Increases in wages which raise costs and hence cause higher prices do not increase the amount of goods we can buy from our daily earnings. . . . Numerous factors enter into the improvement of productivity; invention, capital investment, better machines, the skill and co-operation of employees, management competence and even competition. Combine these factors and we find that productivity is usually measured as unit output per man-hour. Greater productivity means higher wages, more goods, lower prices." Riley Hampton edits *Raytheon News* published by the Raytheon Manufacturing Company, Waltham 54, Massachusetts.

Make-up of a Monthly Personnel Report

Reproduced on the inside first cover of this issue is a form used by The Pennsylvania Company for Banking and Trusts, Philadelphia, for a monthly Personnel Report. This is a useful form which, with some variation in terminology, could be adapted to the needs of many companies. Actual size is 11" x 8½".

You will note that the left-hand side provides space for a summary of the actual and the authorized force in all the major divisions and departments of the company at the end of the month. On the right-hand side is space for statistical data, including turn-over, absenteeism, number of applicants and numbers hired. The rest of this side is a summary of reasons for terminations. Charles W. Books is personnel officer of the company.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

EMPLOYEE RELATIONS STAFF MEMBER: Thorough training plus diversified academic and industrial experience. Prefer company progressive in personnel methods. Major areas of interest are training, selection and placement, research, counseling. Penna. or nearby areas. Reply Box 247.

TRAINING DIRECTOR: Experienced in planning and organizing training programs. Experienced in executive development training. 2-1/2 years industrial training. 3 years university teaching. Strong communications background. Education includes engineering training. Age 32, married. Reply Box 248.

INDUSTRIAL RELATIONS: 5 years diversified experience in contract negotiation and administration, grievance procedure, job evaluation, personnel administration and foreman training. B. S. Cornell, M.A. Age 29, married, 1 child. Present salary, \$7500. Reply Box 249.

PERSONNEL OPPORTUNITY: 4 yrs. multi-plant personnel experience; heaviest in all phases employment and training; writing ability. 3 yrs. supervisory and instructing exp. military; pre-War II varied occupations, inc. sales. Age 37, married. Devoted to continual study and self-improvement. B.S. Degree Industrial Relations. Desire challenge and responsibility in progressive firm. Resume at your request. Reply Box 250.

TRAINING COORDINATOR: 2 yrs. as training coordinator on Staff Level in Navy. Practical experience in phases of machine shop, sheet metal, electricity, welding, foundry, heat treatment and wood trades. Knowledge of management and supervisory development programs, curricula organization, on-job training, labor problems, professional and trade occupations. Trade industrial experience. BS and MA degrees in vocational and educational areas. Age 35. Married. Locate in East. Resume and recommendations on request. Reply Box 251.

PERSONNEL—Age 30. B.S. Degree. Six years experience in all phases of personnel administration. Presently in position of Assistant Personnel Director, multi-plant manufacturing organization. Willing to relocate. Complete resume upon request. Reply Box 252.

PERSONNEL ASSISTANT: Valuable experience as interviewer & in wage research. Familiar with most other personnel and I.R. problems. Vet. 26, some graduate work. Write to: 99-43 66th Ave. Forest Hills 74, New York.

INDUSTRIAL RELATIONS & ECONOMIC RESEARCH: Varied experience in wage and salary administration, industrial relations research, training and statistical controls. Age 39, Ph.D. Reply Box 253.

INDUSTRIAL RELATIONS—LEGAL COUNSEL: Attorney, over 5 yrs. experience negotiations, arbitration, wage and salary administration, supervisory training, policy development; general corporate legal background. Presently assistant to personnel vice president multi-plant 150,000 employee Eastern firm. Desire position of increasing responsibility. Relocate. Reply Box 254.

PERSONNEL: B.A., M.A. Personnel Administration, psychology, guidance, recreation specialist. Member N.V.G.A.; A.P.G.A./veteran, Age 27. Opportunity. Some training—knowledge of legal education. Reply Box 255.

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